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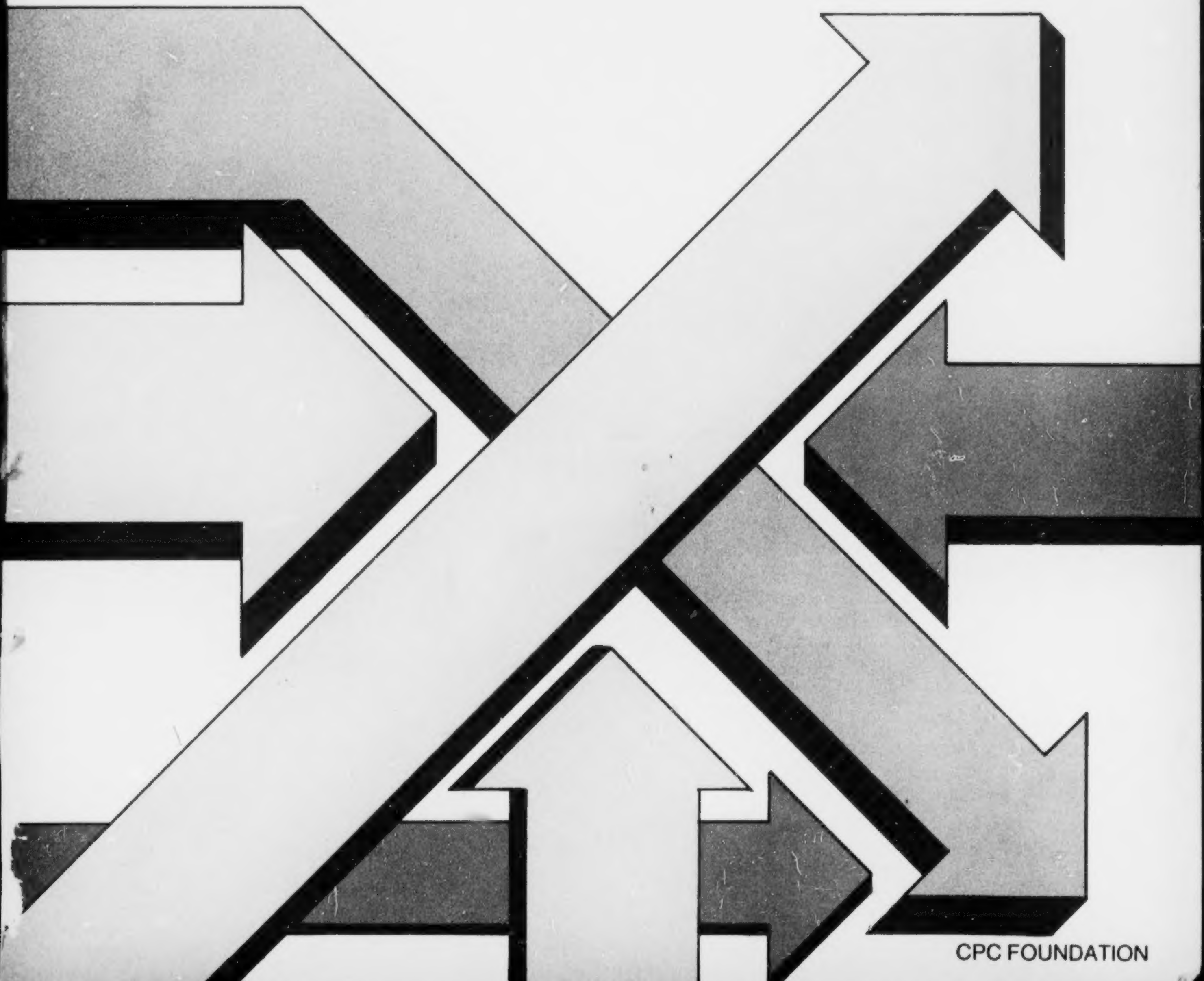
Changing Career Values

Professional Employees in the 1980's

by Dr. David M. Hopkins



CPC FOUNDATION

CHANGING CAREER VALUES

Professional Employees in the 1980s

Dr. David Hopkins
Department of Management
University of Denver

The CPC Foundation
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Preface

This report summarizes the findings from the first follow-up study in our analysis of the changes in career-related values, preferences, attitudes, and expectations of the new college-educated professionals. The first national study, conducted in Spring 1982, surveyed nearly 2,000 college seniors from 50 colleges and universities in the last couple of months before graduation. The results of that first study were summarized in Career Values of the New Lifestyle Professionals, published in 1984 by the CPC Foundation.

The importance of this second study is that it deals with a subset of respondents from the first study. Of the 1,991 respondents to the first study, more than 900 (about 46 percent) participated in the follow-up.

The second survey was mailed in October 1983, approximately 18 months after the first. The respondents progressed from college students to full-time wage earners. The major objectives of this study are to document and analyze how and why their career values, attitudes, preferences, and expectations changed during that period of their lives.

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Dr. Hopkins, currently a tenured associate professor of business and public administration at the University of Denver, received his M.A. and Ph.D. degrees in international relations and economics from the Maxwell School of Citizenship and Public Affairs at Syracuse University in 1973, and an M.B.A. degree in industrial relations from the Wharton School at the University of Pennsylvania. He also has done graduate work at the University of Colorado and the University of Geneva in Switzerland.

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I would also like to thank Lori Solodyna, Gloria Farler, my wife--Michele Hopkins, and the University of Denver. Particular thanks go to Dean Richard Bradenburg of the Graduate School of Business and Public Management, and Dr. Thomas Watkins, chairman of the Department of Management.

David M. Hopkins
Denver, Colorado
November, 1984

Methodology

UNITS OF ANALYSIS

In April 1982, surveys were mailed to approximately 6,700 graduating college seniors. Nearly 2,000 (approximately 30 percent) responded. The students surveyed represented a 20 percent systematic sample from graduation lists supplied by 50 four-year institutions, selected by random-stratified means. The schools were selected to be representative of institutions on the basis of: size, competitiveness, affiliation (i.e., public, private, or church), environment (i.e., urban, suburban, or rural), and geographic region.

Institutional size was classified as "small" (less than 2,000 full-time equivalent students), "medium" (2,000 - 10,000 students), and "large" (more than 10,000 students), based on the figures reported in Barron's Profiles of American Colleges, 1979.

Competitiveness was based on three factors: acceptance ratios, median entrance exam scores, and grade average or class rank required for admission. Schools categorized here as "above average" in competitiveness were recorded in Barron's as "most competitive," "highly competitive," and "very competitive." Those described here as "average" in competitiveness were considered as "competitive," and our "below average" category combines "less competitive" and "noncompetitive" categories.

The categories for affiliation (public, private, and church) and location (urban, suburban, and rural) were taken directly from Barron's classifications. Finally, geographic region was based on the state in which the institution was located.

In October 1983, 18 months after graduation, we sent a follow-up survey with the same questions to these respondents. Of those, 913 (46 percent) returned questionnaires. The mortality of the sample did not substantially alter the respondent profile. Participating schools and their response rate to both surveys are provided in Appendix C; demographic summaries of respondents to both surveys are provided in Appendices A and B.

INSTRUMENTATION

The survey instrument was a questionnaire of 17 macro-questions involving 116 sub-questions. The surveys were identical, except where wording changes were required to reflect the passage of time or actual occurrences. Extensive demographic information was collected on both survey instruments. In addition, the second survey collected several new pieces of information on respondents' job characteristics. The questionnaire, which takes 30 to 45 minutes to complete, contains questions all of the fixed-answer type, with occasional open-ended categories for additional respones.

HYPOTHESIS AND CONTROL GROUPS

The first survey had three general objectives. First, results were used to describe the career values, attitudes, preferences, and expectations of graduating seniors in 1982. Second, they were intended as baseline data against which future survey results would be compared across the same set of respondents. Third, by comparing groups in the 1982 survey, hypotheses were developed on longitudinal changes in career values, attitudes, preferences, and expectations.

Two attributes--age and work experience--were relevant in constructing the subgroups to enable comparisons. It was reasonable to expect that after graduation most would get older and gain additional work experience. Certainly other important changes might occur: marriage, having children, and increasing family income. Nevertheless, we decided to use age and work experience to define the groups.

These three groups are constructed as follows:

o Group 1, Immature Control Group--All respondents, regardless of age, with less than one year of full-time work experience before graduation, as well as respondents under 23 with more than one year of work experience.

o Group 2, Hypothesis Group--Respondents who were 23 to 26 years old at the time of the first survey and had one or more years of work experience.

o Group 3, Mature Control Group--Respondents who were older than 26 and also had more than one year of work experience.

The hypothesis group was used to suggest longitudinal changes in respondents' career values, while the mature control group suggested longer-term changes. By comparing the responses of these groups, we can offer hypotheses on how values will change as the respondents age and gain work experience.

STUDY FORMAT

Each chapter in this study follows a standard format for covering the eight categories addressed in the survey:

- Hypotheses. In most cases, hypotheses are generated by cross-tabulating and contrasting responses to the follow-up survey with the initial survey for the same set of respondents (N=913).

- Observations. Based on statistically significant changes between responses to the two studies, observations serve to further refine the survey findings and prove or disprove the hypotheses.

- Overall Results. This section presents the results for all 913 respondents who participated in both the initial and the follow-up surveys.

- Subgroup Results. Each question in the follow-up survey has been analyzed within subgroups of personal, institutional, and job-related variables.

- Personal Variables: age, gender, race, religious upbringing, marital status, and citizenship.

- School Variables: competitiveness, affiliation, grade point average, and academic major.

- Job Variables: gross annual salary, job satisfaction, average hours of work a week, average number of nights away from home, number of formal performance evaluations a year, supervisory position or not, number of subordinates, and perceived probability of losing the job.

Throughout this report, these will be referred to collectively as "career values."

The term "hypothesis group" is being used instead of "experimental group" as no form of treatment is being applied.

Using these definitions for the subgroups creates a hypothesis group of 196, or 24 percent of the valid respondents to both surveys (excluding those that had missing information for either "age" or "full-time work experience.")

Review of the Literature

In our study of research literature since 1980, we found frequent references to a "new work force" with shifting values. The most striking difference in the recent literature is the increasingly critical and strident tone of the references to a change in values among younger workers. Michael Freeman (9) refers to the "superficial orientation to teamwork that masks a basic selfishness and competitive hostility."

Later, he states, "Today's successnik, loyal only to himself, lacks a corresponding loyalty to his employer and to society's other institutions. He looks to work for a continuous flow of immediate rewards. He seeks admiration and visibility and therefore changes jobs often....Colleagues are outwardly referred to as teammates but inwardly seen as competitors or opponents. The security of long-term rewards from a faithfully served employer is exchanged for the moment-to-moment rewards of winning through intimidation. This often takes place in the absence of a larger sense of dedication to the ends of the company or society."

Similarly, James O'Toole (28) says "the most significant trend in the workplace of America is the irresponsible behavior of its young workers--there is a growing sense of entitlement in the United States."

Gregory Curtis, editor of Texas Monthly, is equally harsh in his assessment of the new worker: "The new believers are not working in order to gain a place in heaven, as the old believers did, nor are they working to pay off the mortgage and put the kids through college, the way people did in the 50's. The believer in the new work ethic is a maverick, working for himself and answerable only to himself."

In "Changing Values and Lifestyles," Mitchell and MacNulty (24) point out that the fastest growing group of adults is the "inner-directed," people who are motivated by their own inner wants and desires, instead of responding, as do "outer-directed" people, to the norms of others. This group as a whole constituted only 17 percent of the adult population in 1980, but is expected to be over 30 percent by 1988.

The "inner-directeds" are not motivated by traditional incentives. They want rewarding, fulfilling jobs and if those criteria cannot be satisfied, they want shorter working hours. "Inner-directeds" have no interest in hierarchical management structures and believe that functional structures are more effective.

These assessments of the change in workers' attitude support the defining characteristics of young adults observed by Daniel Yankelovich (41) in New Rules: 1) the "work ethic" is no longer the principal value; 2) money and traditional rewards are less critical as incentives for performance; and 3) employment security (as opposed to job security) is very important, but is considered a right, rather than a goal.

Few of these reports are based upon any empirical research, and instead seem to rely principally on the social observations of their authors. Cherrington's 1980 study remains the only thorough-going survey intended to determine worker attitudes toward jobs, company, and work in general. In that analysis, Cherrington (7) found that intrinsic work rewards were not as desirable for younger workers, for whom getting more money was more important. Compared with older workers, younger workers felt that craftsmanship and being of service were less desirable.

Recent research in the area of delineating the value systems of those first entering the world of work (such as undergraduate students approaching graduation) have been notably lacking. Kenneth Wheeler (38) compared male and female college students majoring in business with females majoring in education to determine the relative importance of their values in their choice of career. He hypothesized that males and females majoring in business would have similar values and desire similar rewards in their choice of occupations. Females choosing education would have different values and expectations of rewards from those choosing business.

The results supported these assertions, although female business majors rated the chance to learn new things significantly higher than males, and white males rated a secure future significantly higher than females. Female business students rated high salary, chance of advancement, and chance to learn new things significantly higher than female education majors, who rated the chance to use special abilities and the chance to work as a team higher than either male or female business majors.

Little other research on the relationship between values and job attributes has been undertaken since 1980. Greenhaus, Seidel, and Marinis (12) undertook two studies to test the effects of values on job-related attitudes and satisfactions. They hypothesized that employees whose values are subsequently attained on a job would be relatively more satisfied with the job regardless of whether or not they had realistic expectations of the job. Participants were 125 graduates of an eastern technological college, with data gathered from two questionnaires, one which measured job expectations and the second which measured values attainment in work. The researchers found that the job satisfaction of the unattained value group was considerably lower than the job satisfaction of the attained value group, regardless of the realism of their expectations. The study underlines the importance of attaining values in order to be satisfied at work, but it made no attempt to rank order given values.

Similarly, Korman, Witting-Berman, and Lang (17) analyzed sources of career alienation and concluded that the loss of "affiliative satisfactions" was the most significant predictor of career alienation. They assert "this reflects changing values in a changing world....Many companies today, faced with the executive who will not relocate because of family pressure and the two-career family who insist on company accommodation of their needs, will testify to the difficulty of reconciling the affiliation-achievement conflict."

Our own survey conclusions support many of these observations. The least desirable job attributes concerned relationships and/or interactions with others, while the most desirable were dependent upon self-actualization needs. The respondents also demonstrated a low level of organizational loyalty, but high measure of self-confidence. At the same time, respondents demonstrated high ethical standards (this offsets the negative quality perceived by some authors in the new worker).

In summary, while there seems to be wide-spread agreement that new workers bring different values and expectations to the job than did their predecessors, there is no clear definition as to which are the most important of these values. Perhaps this study, by providing current information on career values over a long term, can help to correct those problems.

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CHAPTER ONE

Job Search and Career Planning

HYPOTHESES

Each survey asked two questions on job search and career planning. The first question asked respondents which of seven possible strategies they would use to find a job; respondents checked as many as they felt they would use. Table 1-A summarizes these results.

Respondents who were slightly older and had some full-time work experience did not expect to use the college placement office less than the younger, less-experienced students. However, those students over 26 years old with experience did expect to use this strategy less. Table 1-A also suggests that, as age and experience increase, people will make greater use of public employment agencies and use of friends and relatives in attempting to locate new jobs.

Hypothesis 1-A: As respondents mature[1], they will be less likely to use the college placement office or friends and relatives, but more likely to use public employment agencies to help them find jobs.

The second questions asked what respondents intended to do after graduation and what they were actually doing at the time of the follow-up survey. Of the nine activities listed, two responses ("intent to become self-employed" and "intent to raise a family") were greater for respondents who were older and had some work experience.

Hypothesis 1-B: As respondents mature, they will be more likely to "become self-employed" and to "begin raising a family."

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[1] The terms "mature" and "immature" throughout refer to the age and work experience of the respondents, not to their emotional maturity.

TABLE 1-A

Differences in Job-Search Strategies for Hypothesis and Control Groups

	JOB-SEARCH STRATEGIES		
GROUP	College Placemt. Office	Public Employ. Agency	Friends & Relatives
#1 Youngest-no work experience	74%	14%	73%
#2 Older-work experience	74	21	67
#3 Oldest-work experience	54	30	53

NOTES: Figures represent the percentage of respondents in the subgroup who indicated in the first survey that they would use these strategies to find jobs. Percentages have all been rounded to the nearest integer.

OVERALL RESULTS

Job-Search Strategies: Table 1-B presents the overall results to the question on preferred job-search strategies. Only the use of the college placement office has decreased in importance. The fact that nearly half the respondents would still use the college placement office nearly 18 months after graduation is perhaps the more noteworthy finding. The top three strategies in the follow-up study were: direct contacts with employers, advertised job openings, and friends and relatives. Of those, advertised job openings experienced the greatest percentage increase and also replaced use of the college placement office, which was one of the top three strategies in the initial study. The almost equal reliance on public and private employment agencies is somewhat surprising.

TABLE 1-B

Overall Intended Job-Search Strategies

STRATEGY	INITIAL STUDY	FOLLOW-UP STUDY	CHANGE
Direct contacts with employers	78%	90%	+12%
College placement office	72	45	-27
Friends or relatives	70	74	+ 4
Advertised job openings	62	80	+18
Public employment agency	18	31	+13
Private employment agency	14	30	+16
Other approaches	11	5	- 6

NOTES: N = 913; both studies show responses from the same set of survey participants.

Column figures do not total 100 percent, due to multiple answers.

Table 1-C provides additional detail on how preferences for certain job-search strategies changed. The strategy showing the greatest stability is direct contacts with employers; 72 percent of the respondents said they would use this approach to find their first job after graduation and would still use it 18 months later to find another job.

The strategy experiencing the greatest decline is the college placement office; 36 percent of the respondents who used this strategy before graduation would not use it after 18 months in a job. Advertised job openings gained the most adherents; more than a quarter of the respondents did not use this strategy before graduation, but indicated that they would use it. Finally, public and private employment agencies appear to be the least popular job-search strategies in both time periods, with more than 60 percent of the respondents indicating that they did not, and would not, use these approaches to find jobs.

TABLE 1-C

Changes In Intended Job-Search Strategies

Strategy	Did Use/ Would Use	Did Use/ Would Not Use	Did Not Use/ Would Use	Did Not Use/ Would Not Use
College placement office	36%	36%	9%	19%
Private employment agency	7	7	23	63
Public employment agency	11	8	20	62
Advertised job openings	53	9	27	11
Friends or relatives	56	14	18	12
Direct contacts with employers	72	7	19	3
Other approaches	1	9	4	85

NOTES: Percentages are based on the 913 respondents to both surveys. Row figures should total 100 percent, except for rounding.

"Did" and "did not" refer to responses from the first survey; "would" and "would not" refer to intentions expressed in the second survey.

Observation 1-A: As respondents mature, they will make significantly greater use of public and private employment agencies, friends and relatives, and advertised job openings; they will make significantly less use of college placement services and other unspecified strategies.

Post-Graduation Activity: The second question in this section asked respondents what they intended to do after graduation (initial survey) and what they were actually doing (follow-up survey). Table 1-D indicates that 18 months after graduation, nearly half of the respondents were employed in a private-sector corporation, almost the same percentage that predicted they would be.

The greatest discrepancies between plans and practice are the significantly fewer respondents who went to graduate or professional school or took some time off. Nevertheless, nearly a quarter of the respondents were attending graduate or professional school at the time of the follow-up survey.

TABLE 1-D

Post-Graduation Activity: Plans vs. Practice

Post-Graduation Activity	Plans	Practice	Change
Self-employed	7%	5%	- 2%
Graduate/professional school	40	23	-17
Employed with government	15	12	- 3
Military service	2	2	0
Employed with nonprofit organization	24	18	- 6
Employed with private-sector corporation	46	45	- 1
Taking some time off	21	3	-18
Raising a family	14	5	- 9
Other plans	8	9	+ 1

NOTES: Percentages are based on the 913 respondents to both surveys. Column figures will not total 100 percent due to multiple answers.

Three-quarters of the respondents accurately predicted their post-graduation plans in all categories except going to graduate or professional school and working for a private-sector corporation. Actually, 22 percent of the respondents felt they would be attending graduate or professional school, but in fact were not. The most accurate predictions involved self-employment and military service; in both cases, more than 90 percent of the respondents did not expect to be involved with these endeavors and were not.

Cross-tabulating the responses to this question suggests consistency between post-graduation intentions and practice. In every case fewer respondents were actually involved in an activity than expected to be. However, this was a multiple-answer question and respondents in the initial survey tended to check more than one of the post-graduation plans. Nevertheless, in the short term, the results lead to the following observation:

Observation 1-B: After graduation, significantly fewer respondents than expected will actually be attending graduate/professional school or taking some time off. Significantly more will be working for a private corporation than expected to be.

SUBGROUP RESULTS

Job-Search Strategies: Table 1-E presents the results of the follow-up study within each of the subgroups. Looking at the results, we could summarize as follows:

- Older respondents were much more likely to use public employment agencies.
- Respondents graduating from institutions of below average competitiveness were more likely to use public employment agencies than were those from public institutions or those with lower grade point averages.
- Those with high grade point averages were more likely to use the college placement office than were other students.
- Humanities majors were most likely and business and pre-professional majors least likely to use the college placement office after graduation.
- Business majors were more likely to use private employment agencies than were other majors.

Finally, a number of job characteristics were related to various job-search strategies. Private employment agencies were more likely to be used by those in the middle salary ranges; public employment agencies by those who were dissatisfied with their jobs, were working less than an average 35 hours a week, had no performance evaluations, and had a high probability of losing their current job. Those who intended to respond to advertised job openings were more likely to be in the lower salary ranges and dissatisfied with their job, not work exceptionally long hours, have fewer performance appraisals, and not supervise other people.

TABLE 1-E

Significant Subgroup Differences Regarding Job-Search Strategies in Follow-Up Survey

SUBGROUPS / STRATEGY:	College Placemt. Office	Private Employ. Agency	Public Employ. Agency	Respond To Adv. Openings	Friends And Relatives	Direct Contacts w/ Employers
I. PERSONAL CHARACTERISTICS						
Age (As of 10/83)	*		***			
24 or under	42%	31%	25%	81%	75%	89%
25 to 29	51	30	35	81	74	92
30 or over	46	32	44	77	72	94
No response (N=14)						
Gender						
Male	48	34	32	78	74	90
Female	44	28	30	82	74	90
No response (N=14)						
Race						
Caucasian	46	30	31	80	75	91
Negro	35	46	42	81	62	85
Oriental	58	25	33	92	67	92
No response (N=60)						
Religious Upbringing		*				
Protestant	49	29	32	79	75	91
Catholic	41	39	30	83	76	88
Jewish	49	31	20	86	74	97
Other	43	21	33	78	69	91
None	44	26	33	78	65	94
No response (N=16)						

STRATEGY:	College Placemt. Office	Private Employ. Agency	Public Employ. Agency	Respond To Adv. Openings	Friends And Relatives	Direct Contacts w/ Employers
Marital Status						
Married	45%	35%	33%	79%	74%	90%
Unmarried	46	29	30	81	75	91
No response (N=7)						
Citizenship						
American	46	30	31	80	74	83
Other	50	25	33	58	67	90
No response (N=29)						
II. SCHOOL CHARACTERISTICS						
Institutional Competitiveness			*			
Above average	45	31	22	78	79	91
Average	46	29	32	81	73	91
Below average	44	34	35	81	73	90
No response (N=0)						
Institutional Affiliation			***			
Public	45	29	35	81	74	91
Private	50	33	16	80	77	90
Church	43	34	26	76	74	90
No response (N=0)						
Grade Point Average	**		*			
Under 3.0	36	31	38	81	70	89
3.0 - 3.5	48	31	28	79	77	91
Over 3.5	50	29	31	83	73	91
No response (N=28)						

(continued)

STRATEGY:	College Placemt. Office	Private Employ. Agency	Public Employ. Agency	Respond To Adv. Openings	Friends And Relatives	Direct Contacts w/ Employers
Academic Major	***	**				
Business/Public Admin.	39%	43%	29%	78%	79%	90%
Social/Behavioral Sci.	43	26	30	80	75	88
Math/Physical Sci.	51	27	36	83	71	90
Fine Arts	46	32	38	76	78	97
Humanities	62	28	31	84	74	88
Preprofessional	33	30	33	81	65	94
Other	53	24	31	80	75	91
No response (N=17)						
III.JOB CHARACTERISTICS						
Gross Annual Salary	*	***	*	**		
Under $18,000	48	25	33	84	77	89
$18,00 - $25,999	37	41	21	76	71	95
$26,000 - $49,999	37	46	33	77	64	92
Over $49,999	48	27	34	71	72	87
No response (N=27)						
Job Satisfaction			**	*		
Extremely satisfied	43	27	25	75	73	91
Fairly satisfied	44	30	30	82	73	92
Fairly dissatisfied	52	39	44	88	82	89
Extremely dissatisfied	42	35	38	87	78	91
No response (N=73)						
Avg. Work Hours Per Week		*	**	**		
35 or less	49	27	39	83	78	88
36 to 44	43	30	33	83	77	93
45 to 59	43	37	24	80	70	90
60 or more	52	24	28	70	72	88
No response (N=4)						

STRATEGY:	College Placemt. Office	Private Employ. Agency	Public Employ. Agency	Respond To Adv. Openings	Friends And Relatives	Direct Contacts w/ Employers
Nights Away From Home	*					
None	45%	31%	33%	83%	75%	90%
1 - 4 per month	51	28	25	81	74	93
Over 4 per month	33	36	33	75	74	93
No response (N=85)						
Annual Performance Evals.		*	**	**		
None	45	29	39	81	71	91
1	43	35	31	82	76	89
2 - 4	46	32	31	83	74	93
Over 4	51	21	21	69	75	87
No response (N=0)						
Supervisory Position					*	*
Yes	41	32	30	79	69	94
No	47	30	33	84	77	90
No response (N=81)						
Number of Subordinates				**	*	
None	47	30	33	84	77	90
1 - 5	40	32	29	76	70	94
Over 5	45	30	27	74	69	89
No response (N=0)						
Probability of Losing Job			*			
None	42	27	28	79	73	92
Low	46	34	31	84	76	90
Moderate	49	29	43	87	76	90
High	61	39	46	89	79	96
No response (N=86)						

NOTES: In this first chapter we have presented the figures for all of the subgroups defined by the variables. However, many of the subgroup differences are not statistically significant.

(continued)

Figures represent the percentage of respondents in each subgroup who indicated they would use each particular job-search strategy to find a new job; percentages have been rounded to the nearest integer. Due to the multiple answers, row figures will not necessarily total 100 percent.

The number of respondents who had a missing value on either of the two variables involved in the cross-tabulation is shown as "No response".

* Significant at .05 level.
** Significant at .01 level.
*** Significant at .001 level.

Subgroups that significantly changed job-search strategies since graduation: Younger respondents, those with poorer grades, those majoring in business, and those working moderate hours made the most significant move away from the college placement office. Those in the moderately high salary range ($26,000 to $50,000) were more likely to increase use of private employment agencies and friends/relations, and to respond to advertised openings. Males more than females increased their use of private employment agencies and responses to advertised openings. Better students and preprofessional majors moved more toward responding to advertised openings.

Post-Graduation Activity (18 months after graduation): Older respondents were more likely to be working for the government and to be raising a family than younger respondents. Gender was significantly related to a number of post-graduation endeavors, with women more likely than men to be working for the government or a nonprofit organization, but less likely to be self-employed, attending graduate or professional school, or in the military.

Students from private schools were more likely to be attending graduate/professional school, as were those with better grades; poorer students were more likely to be working in the private for-profit sector. Fine arts majors were most likely to be self-employed; math and physical science majors were more likely to be in graduate school; business majors were more likely to be working for a private corporation; and those with a preprofessional major were most likely to be working for nonprofit organizations (many of these nursing majors).

Significant differences between post-graduation plans and reality: The discrepancy between plans and reality was greater for men than for women regarding self-employment, but greater for women regarding public employment and, particularly, work for nonprofit organizations. Similarly, there was a significant mismatch between plans and reality for humanities majors regarding employment with private-sector firms, for poorer students regarding public employment, for older and married respondents regarding raising a family, and for non-Caucasians regarding graduate school.

For the question on post-graduation activities, it is interesting to compare and contrast subgroups defined by the activities in which respondents are involved. These results are presented in Table 1-F. Contrasting respondents who are currently self-employed with those working in public, private for-profit, and private nonprofit sectors shows that those who are self-employed tend to have higher salaries. On average, job satisfaction seems to be higher among those in the public sector, a result we find somewhat surprising. Not surprising is the fact that hours of work are greater for those who are self-employed. Hours are somewhat less in the public sector than the private or nonprofit sectors, which may partly explain the greater job satisfaction for public employees.

Regarding overnight job-related travel, those in the private sector tend to travel less than those in the nonprofit or even the public sector. Public-sector employees tend to have a greater number of formal performance evaluations, and respondents in the private sector lag behind even those in the nonprofit sector in this regard. Respondents in the nonprofit sector are more likely to have supervisory responsibilities. Quite surprising is the fact that the perceived probability of losing a job is greater among public-sector employees than it is among those in the private and nonprofit sectors.

Regarding other post-graduation endeavors, respondents in the military express the greatest job dissatisfaction, and 50 percent of those who are taking some time off also report annual salaries of more than $50,000. Nearly a third of respondents taking time off also report a high probability of losing their current job; it sounds like a *fait accompli*.

TABLE 1-F

Job Characteristics Related to Various Post-Graduation Endeavors

ACTIVITY:	Self-Employ.	Grad./Prof. School	Work For Gov't.	In Military	Work For Nonprofit Organ.	Work For Private Organ.	Taking Time Off	Raising A Family
I. JOB CHARACTERISTICS								
Gross Annual Salary								
Under $18,000	50%	55%	75%	47%	77%	56%	43%	47%
$18,000 - $25,999	24	7	16	53	19	28	7	19
$26,000 - $49,999	5	5	5	0	1	11	0	14
Over $49,999	21	34	5	0	3	6	50	21
No response (N=27)								
Job Satisfaction								
Extremely satisfied	21	34	32	33	25	24	0	25
Fairly satisfied	58	53	45	47	53	52	69	55
Fairly dissatisfied	14	11	19	0	18	18	15	0
Extremely dissatisfied	7	3	4	20	5	7	15	3
No response (N=73)								
Avg. Work Hours Per Week								
35 or less	33	31	17	0	18	14	30	25
36 to 44	26	15	53	47	44	48	7	25
45 to 59	31	18	25	40	30	35	11	23
60 or more	10	37	6	13	8	3	52	27
No response (N=4)								
Nights Away From Home								
None	71	69	60	60	59	67	69	62
1 - 4 per month	21	22	28	7	26	22	15	36
Over 4 per month	7	10	12	33	15	11	15	3
No response (N=85)								

(continued)

ACTIVITY:	Self-Employ.	Grad./Prof. School	Work For Gov't.	In Military	Work For Nonprofit Organ.	Work For Private Organ.	Taking Time Off	Raising A Family
Annual Performance Evals.								
None	61%	19%	10%	13%	13%	20%	32%	18%
1	12	14	35	27	42	37	4	34
2 - 4	16	30	52	53	39	35	7	25
Over 4	12	37	3	7	6	8	57	23
No response (N=0)								
Supervisory Position								
Yes	49	24	31	64	41	34	39	49
No	51	77	69	36	59	66	62	51
No response (N=81)								
Number of Subordinates								
None	54	59	69	33	58	66	29	46
1 - 5	33	9	20	20	25	22	7	27
Over 5	14	32	11	47	18	13	64	27
No response (N=0)								
Probability of Losing Job								
None	52	47	40	47	39	42	31	58
Low	24	41	44	27	51	49	31	40
Moderate	12	9	11	20	8	8	8	3
High	12	3	5	7	2	2	31	0
No response (N=86)								

NOTES: Figures represent percentages of respondents involved in each activity. Except for rounding, figures in each column should total 100 for each variable.

CHAPTER TWO

Perceived Determinants of Career Success

Survey participants were asked to rank order a list of nine factors in determining career success. Eight factors were specific; the ninth category was open-ended. One of the most often-mentioned other factors was luck.

HYPOTHESES

We grouped respondents from the initial survey by age and work experience to speculate how responses would change in the follow-up survey. Somewhat surprising was the fact that the groups did not have significantly different[1] rankings for any of the factors, suggesting the following hypothesis:

> **Hypothesis 2-A:** As respondents mature, they will not significantly alter their perceived importance of various determinants of career success.

OVERALL RESULTS

Table 2-A presents the overall results for both surveys. For the group as a whole, the perceived importance of ability to work with people has declined significantly. However, work experience increased in importance more than any other factor.

Looking at the percentage of respondents who ranked each factor in the top three, the three most important determinants in the follow-up survey are work experience (62 percent), job performance (62 percent), and ability to work with people (54 percent).

The least important factors in the follow-up survey are willingness to take risks, ability to play office politics, and organizational commitment. These rankings reflect a rather conservative attitude, where appropriate experience and hard work pay off and a willingness to take the big gamble is unnecessary. Table 2-B shows the percentage of respondents assigning each rank to each factor. Looking only at the number one and two rankings, job performance appears more important than work experience, and formal education slightly more important than ability to work with people.

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[1] This refers to statistical significance at the .01 level, as measured by the value of chi square.

The major results which support the rejection of Hypothesis 2-A can be summarized as follows:

Observation 2-A: As respondents mature, they perceive work experience to be significantly more important to career success, while ability to work with people is perceived as significantly less important.

TABLE 2-A

Overall Perceived Determinants of Career Success*

Perceived Determinant	April 1982**	Oct. 1983	Change***
Formal education	54%	53%	- 1%
Work experience	51	62	+11
Ability to work with people	68	54	-14
Willingness to take risks	11	7	- 4
Training and technical knowledge	37	38	+ 1
Organizational commitment	13	13	0
Job performance	61	62	+ 1
Ability to play office politics	6	9	+ 3
Other factors (unspecified)	41	38	- 3

NOTES: *Figures represent the percentage of respondents who ranked each factor in the top three.

**These figures are based on the 913 respondents to both surveys.

***These figures indicate the change in the percentage of respondents and not the percentage change. Again, positive figures represent factors that have become more important, and negative figures indicate those that have become less important from the first to the second survey.

TABLE 2-B

Perceived Determinants of Career Success By Rank

	Assigned Rank								
Perceived Determinant	1	2	3	4	5	6	7	8	9
Formal education	23%	16%	14%	14%	12%	10%	6%	4%	0%
Work experience	17	25	20	14	12	7	3	2	0
Ability to work with people	20	17	17	19	14	8	3	1	0
Willingness to take risks	2	2	3	6	11	20	32	22	1
Training and technical knowledge	9	14	15	16	15	14	12	6	0
Organizational commitment	2	4	7	10	15	25	25	11	1
Job performance	25	17	20	16	13	5	3	0	0
Ability to play office politics	2	3	4	6	7	9	14	52	3
Other factors	21	12	5	3	4	3	6	3	43

NOTES: Figures represent percentage of total respondents rounded to the nearest integer. Row figures should total 100 percent except for rounding.

SUBGROUP RESULTS

Table 2-C presents the percentage of subgroups that assigned one of the top three ranks to each factor.[2] Gender and academic major accounted for the most significant differences among subgroups. Women perceive greater importance for formal education and work experience than do men; however, men placed greater importance on ability to work with people and, particularly, willingness to take risks. Business and public administration majors put significantly more emphasis on organizational commitment and less emphasis on work experience than did other majors. Training and technical knowledge was ranked much higher by math/physical science and preprofessional majors than by fine arts and humanities majors.

For racial subgroups, blacks felt work experience was much more important than did Orientals. Blacks placed relatively greater importance on formal education and Orientals on job performance.

Respondents indicating a Jewish upbringing were also noticeably different in their responses to this question. They de-emphasized formal education, risk taking, training and technical knowledge, and organizational commitment, while placing more emphasis on work experience, job performance, and ability to play office politics. Protestants emphasized ability to work with people.

Other significant results from the subgroups include the following:

- Better students put less emphasis on work experience.
- Respondents earning $26,000 to $49,000 attributed much less importance to formal education.
- Those who were extremely satisfied with their jobs emphasized formal education, while those who were fairly dissatisfied placed greater importance on ability to play office politics.
- Those who work longer hours put more importance on risk taking.
- Those who perceived a moderate probability of losing their jobs placed much less emphasis on organizational commitment, while those suggesting a high probability of losing their jobs put significantly greater emphasis on this factor.

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[2] While percentages are shown for all subgroups, statistical significance is indicated at the .05, .01, and .001 levels.

TABLE 2-C

Subgroup Results Regarding Perceived Determinants of Career Success

	Formal Educ.	Work Exper.	Ability to Work With People	Taking Risks	Train.& Tech. Knowl.	Organ. Commit.	Job Perform	Ability to Play Office Politics
I. PERSONAL CHACTERISTICS								
Age (As of 10/83)								
24 or under	52%	63%	55%	8%	36%	13%	63%	11%
25 to 29	55	62	54	8	39	12	64	7
30 or over	51	54	55	13	42	20	61	11
No response (N=21-31)								
Gender	*	*	*	***				
Male	46	56	55	10	39	14	66	11
Female	57	66	54	7	37	12	60	8
No response (N=25-36)								
Race:		***						
Caucasian	52	62	55	9	38	14	63	9
Negro	66	69	50	4	42	12	42	16
Oriental	58	42	50	0	42	8	75	17
No response (N=76-85)								
Religious Upbringing			*		*			
Protestant	55	61	58	7	36	12	60	9
Catholic	51	62	54	11	38	14	66	9
Jewish	37	72	54	6	29	11	77	14
Other	51	59	42	11	53	15	62	7
None	59	65	47	2	39	13	69	7
No response (N=28-39)								
Marital Status								
Married	57	57	58	8	39	12	65	7
Unmarried	52	64	53	8	37	14	62	10
No response (N=14-25)								

(continued)

	Formal Educ.	Work Exper.	Ability to Work With People	Taking Risks	Train.& Tech. Knowl.	Organ. Commit.	Job Perform	Ability to Play Office Politics
Citizenship								
American	53%	62%	55%	8%	37%	13%	63%	9%
Other	73	46	55	9	46	9	55	9
No response (N=40-51)								
II. SCHOOL CHARACTERISTICS								
Institutional Competitiveness								
Above average	52	63	52	10	38	15	67	11
Average	53	60	56	9	37	13	62	9
Below average	55	65	52	6	38	12	61	10
No response (N=11-22)								
Institutional Affiliation								
Public	51	61	56	9	37	14	62	10
Private	57	59	48	8	38	13	70	14
Church	47	68	54	7	41	10	59	9
No response (N=11-22)								
Grade Point Average		***						
Under 3.0	53	64	53	8	37	17	64	9
3.0 - 3.5	53	65	54	8	37	13	62	9
Over 3.5	55	53	59	8	40	10	62	8
No response (N=39-50)								
Academic Major		*			*	**		
Business/Public Admin.	41	56	54	8	40	20	67	14
Social/Behavioral Sci.	55	63	57	8	38	13	63	10
Math/Physical Sci.	62	60	50	7	51	6	63	3
Fine Arts	57	62	51	8	30	8	68	11
Humanities	53	68	65	12	30	12	59	4
Preprofessional	56	57	53	9	49	7	55	10
No response (N=218-229)								

	Formal Educ.	Work Exper.	Ability to Work With People	Taking Risks	Train.& Tech. Knowl.	Organ. Commit.	Job Perform	Ability to Play Office Politics
III. JOB CHARACTERISTICS								
Gross Annual Salary	***							
Under $18,000	57%	66%	54%	6%	36%	13%	61%	8%
$18,000 - $25,999	45	56	55	11	39	14	68	13
$26,000 - $49,999	26	58	52	14	58	20	73	8
Over $49,999	59	60	52	9	35	11	64	8
No response (N=37-48)								
Job Satisfaction	*							**
Extremely satisfied	59	61	57	8	32	13	67	6
Fairly satisfied	51	62	57	7	40	13	63	7
Fairly dissatisfied	50	62	45	12	39	13	60	19
Extremely dissatisfied	48	72	47	11	46	15	50	9
No response (N=79-88)								
Avg. Work Hours Per Week				*				
35 or less	61	60	55	7	38	10	59	7
36 to 44	51	66	53	7	39	14	65	9
45 to 59	47	63	55	9	37	14	63	9
60 or more	59	53	56	10	36	11	62	14
No response (N=15-26)								
Nights Away From Home								
None	54	63	54	9	37	14	62	9
1 - 4 per month	52	65	53	6	40	9	64	9
Over 4 per month	46	59	59	9	41	14	63	10
No response (N=88-99)								
Annual Performance Evals.								
None	49	66	51	13	38	16	57	12
1	49	63	52	7	40	12	66	11
2 - 4	58	62	55	6	38	13	64	6
Over 4	54	54	62	9	32	13	62	11
No response (N=11-22)								

(continued)

	Formal Educ.	Work Exper.	Ability to Work With People	Taking Risks	Train.& Tech. Knowl.	Organ. Commit.	Job Perform	Ability to Play Office Politics
Supervisory Position								
Yes	47%	61%	60%	9%	39%	14%	65%	12%
No	56	63	52	8	38	13	61	7
No response (N=85-91)								
Number of Subordinates								
None	56	63	52	8	38	13	61	7
1 - 5	45	64	53	9	42	10	69	12
Over 5	53	56	65	8	32	16	62	12
No response (N=11-22)								
Probability of Losing Job						**		
None	53	58	57	9	37	12	65	9
Low	49	64	54	7	41	16	62	8
Moderate	61	71	46	10	33	6	57	13
High	64	68	50	14	43	25	54	11
No response (N=89-100)								

NOTES: Figures represent the percentage of respondents in each subgroup who ranked the factor at the top in the top three in terms of important to career success.

* Significant at the .05 level
** Significant at the .01 level
*** Significant at the .001 level

The number of missing cases is high because we dropped from the cross-tabluation respondents who listed their major as "other."

CHAPTER THREE

Preferred Job Attributes

THEORETICAL BACKGROUND

It is doubtful that any theory has received as much attention in literature on employee motivation as the "Hierarchy of Needs" proposed by Maslow. It is in many ways simplistic; it is ethnocentric; it is static; and it is perhaps incomplete in that it does not exhaust the kinds of needs that motivate human beings. Despite its shortcomings, it is useful in describing the various needs that motivate human behavior.

Why is it important to continually describe the needs of various occupational groups? As Karlins states in The Human Use of Human Resources, "If you want worker productivity, you must satisfy worker needs." Concern for the continual decline in productivity in this country relative to the Japanese and others is at the forefront of domestic concerns.

Secondly, understanding job-related needs is important due to the relatively high rates of absenteeism and turnover. Losing highly trained people is very costly. Turnover at the managerial level multiplies this cost significantly. In 1960, management turnover among graduates out of college less than five years was 10 percent. Today the average corporation loses 50 percent of its college recruits within five years, according to The Sterling Institute, a Washington, DC, management consulting firm. Today's employees simply are not responding to traditional rewards as they once did.

Our own study indicates that more than 70 percent of the new college graduates expect to work for at least two different employers in the first years after graduation; nearly one in five expects to have three or more employers in five years.

For both productivity and turnover reasons, it is important to understand what people want from their jobs. The results presented here were derived from the following question in our survey:

> Please rank the following attributes in order of importance to you (1 = highest priority, etc.). Each attribute completes the phrase, "I would prefer a job that has ____________________.

Because of concern that respondents would be unable to accurately rank a list of 20 items, we pretested the approach. Approximately 60 students were asked to choose only between two attributes at a time, for all possible attribute pairs. The overall results of this approach were compared to the simple ranking of all 20 items by the same students. The two approaches yielded results which correlated at approximately .85.

The job attributes selected were culled from the literature to represent the five dimensions of Maslow's "Hierarchy of Needs." A brief description of those dimensions and the related indicators follows:

Physiological Needs: The lowest rung on Maslow's hierarchy encompasses needs involved with basic physiological requirements: i.e., air, food, water, shelter, clothing, sex, comfort, and convenience. We used the following four attributes to measure the dimension of "physiological needs":

- A convenient work location
- An adequate wage or salary
- Comfortable working conditions
- Free organization-provided meals.

Safety/Security Needs: The next category in the hierarchy is composed of safety/security needs. This dimension includes "job security, protection from physical harm, and avoidance of the unexpected." It might include protection against health and medical care expenses, safe working conditions, and security against inflation (e.g., cost-of--living increases). From these possibilities, we have selected the following four attributes as representative of this dimension:

- Good insurance benefits
- Substantial job security
- A noncompetitive atmosphere
- Clearly defined assignments.

Social Needs: The next higher dimension is what Maslow describes as social needs. People desire social contacts and have a basic need to be affiliated with others. The workplace provides several opportunities for people to satisfy these needs through work groups, clubs, committees, and meetings, as well as formal and informal associations with peers, subordinates, and superiors. We selected the following four attributes to tap these needs:

- Coworkers with similar beliefs
- Substantial interaction among employees
- Friendly coworkers
- Organization-sponsored social activities.

Esteem Needs: Esteem needs are ranked above social needs. These describe a person's desire to feel a sense of accomplishment and achievement. This level has two parts: external validation of worth and importance, and internal self-respect and a sense of importance. A job provides several opportunities to satisfy these ego needs: formal and informal feedback on performance, social recognitions, and organizational titles and positions that indicate status and the ability to influence others. We have included the desire for a high wage or salary in this category. We have equated basic wages/salaries with the satisfaction of basic needs, and the desire for high wages/salaries as a manifest indicator of worth in the eyes of others. Therefore, the four attributes used to measure esteem needs are:

- A high wage or salary
- Importance in the eyes of others
- Recognition for good performance
- Influence over others.

Self-Actualization Needs: Finally, at the top of Maslow's hierarchy, are "self-actualization" needs. Maslow described these needs, saying, "A healthy man is primarily motivated by his needs to develop and actualize his fullest potentialities and capacities...What man can be, he must be." On the job, these needs are expressed in the desire for self-development, autonomy, personal growth, responsibilities and independence, self-fulfillment, and the ability to use creativity, special talents, and capabilities. We selected the following attributes as representative of this dimension:

- Freedom for self-expression and creativity
- Opportunity to use your skills and abilities
- Interest and self-satisfaction
- Opportunity for personal development.

Respondents were asked to rank the 20 job attributes. We have reported both aggregate ordinal ranks and mean ranks for the various subgroups of respondents.

HYPOTHESES

The cross-tabulation of rankings for each of the 20 job attributes by group (i.e., the hypothesis and control groups) yielded no significant differences at the .01 level. This finding suggests only the null hypothesis that preferred job attributes will not change significantly as respondents mature. Table 3-A summarizes this information in a more concise format, showing the percent of the hypothesis group and the control groups that ranked each of the 20 job attributes in the top five preferences in the initial study.

TABLE 3-A

Job Attribute Preferences of Hypothesis and Control Groups

Job Attribute	Group 1	Group 2	Group 3
Interest and self-satisfaction	73%	72%	62%
Opportunity to use skills and abilities	65	64	65
Opportunity for personal development	49	53	43
An adequate wage or salary	42	44	46
Freedom for self-expression and creativity	40	46	47
Recognition for good performance	40	42	60
Friendly coworkers	36	29	23
A high wage or salary	31	32	41
Substantial job security	30	32	39
Comfortable working conditions	21	18	21
Good insurance benefits	20	23	20
Substantial interaction among employees	17	12	11
Clearly defined assignments	15	10	11
A convenient work location	14	12	10
A noncompetitive atmosphere	14	12	14
Coworkers with similar beliefs	13	11	14
Importance in the eyes of others	10	7	7
Influence over others	6	5	7
Organization-sponsored social activities	3	2	4
Free organization-provided meals	2	1	3

NOTE: The figures represent the percentage of respondents in each group that ranked each attrribute in their top five preferences. Percentages have been rounded to the nearest integer.

Only four of the 20 items differ by as much as 5 percent between the first control group (Group 1) and the hypothesis group (Group 2). Of those, three decreased in preference as the respondent matured: substantial interaction among employees, clearly defined assignment, and friendly coworkers. The other attribute, freedom for self-expression and creativity, increased in preference for the hypothesis group.

Including Group 3 in the analysis suggests some strong trends. Most importantly, as people mature they will have a stronger preference for recognition for good performance, freedom for self-expression and creativity, and a high wage or salary. They will have a reduced preference for interest and self-satisfaction and friendly coworkers.

By aggregating ranks for the attributes associated with each of Maslow's need dimensions, we examined differences between the groups for these dimensions (see Table 3-B). The following hypothesis summarizes these major expectations:

Hypothesis 3-A: As respondents mature, their preferences for various job attributes will not change dramatically. However, in the short run, both security and social needs are expected to decline slightly, particularly the needs for substantial interaction among employees, clearly defined job assignments, and friendly coworkers. Over the long run, physiological, security, and social needs are all expected to decline slightly; esteem needs are expected to increase; and self-actualization needs are expected to remain high.

OVERALL RESULTS

Table 3-C provides the mean ranks and the aggregate ordinal ranks for the 913 respondents to both surveys. In addition, it shows the change from the initial survey to the follow-up survey. In the follow-up survey, the four most preferred job attributes are the same as in the initial survey, although #3 and #4 traded places.

On average, none of the items changed by as much as a full rank between the two studies. In terms of mean ranks, only eight attributes changed in preference by as much as half of a rank position. Thus, the data show a slight increase in the importance of compensation and perhaps the security it provides. This trend was true for both direct compensation in the form of wages and salaries, and indirect compensation or fringe benefits.

TABLE 3-B

Preferences for Various Need Dimensions For Hypothesis and Control Groups

Need Dimension	Group 1	Group 2	Group 3
Physiological Needs	32%	32%	26%
Security Needs	47	40	44
Social Needs	25	22	20
Esteem Needs	33	32	41
Self-Actualization Needs	94	94	93

NOTE: By aggregating the ranks of the four attributes associated with each of the five need dimensions, a scale of 10 to 74 is created, where low values represent high preferences. We have divided that scale in half, and the figures in the table represent the percentage of the subgroup whose aggregate need dimension score was below 42 (upper half in terms of preference).

TABLE 3-C

Preferred Job Attributes

Job Attribute	Initial Survey		Follow-Up Survey		Change	
	Mean Rank	Ordinal Rank	Mean Rank	Ordinal Rank	Mean Rank	Ordinal Rank
Interest and self-satisfaction	4.32	1	4.43	1	-0.11	0
Opportunity to use skills and abilities	4.94	2	5.04	2	-0.10	0
Opportunity for personal development	6.50	3	6.64	4	-0.14	-1
Recognition for good performance	6.92	4	6.45	3	+0.47	+1
Freedom for self-expression and creativity	7.66	5	8.37	8	-0.71	-3
An adequate wage or salary	7.69	6	7.00	5	+0.69	+1
Friendly coworkers	7.79	7	8.31	7	-0.52	0
Substantial job security	8.16	8	8.10	6	+0.06	+2
Comfortable working conditions	8.90	9	9.49	10	-0.59	-1
Good insurance benefits	9.63	10	9.10	9	+0.53	+1
A high wage or salary	10.18	11	9.66	11	+0.52	0
A convenient work location	10.67	12	11.07	13	-0.40	-1
Substantial interaction among employees	10.78	13	11.02	12	-0.24	+1
Clearly defined assignments	11.81	14	11.48	14	+0.33	0
A noncompetitive atmosphere	12.94	15	13.49	16	-0.55	-1
Coworkers with similar beliefs	13.06	16	13.46	15	-0.40	+1
Importance in the eyes of others	13.98	17	13.55	17	+0.43	0
Influence over others	15.14	18	15.27	18	-0.13	0
Organization-sponsored social acitivities	16.28	19	16.79	19	-0.51	0
Free organization-provided meals	17.82	20	18.23	20	-0.41	0

In terms of the overall ordinal ranks, only two job attributes changed by more than one rank position. Freedom of self-expression and creativity dropped three positions, from fifth to eighth, and substantial job security increased by two ranks from eighth to sixth.

By aggregating ranks for individual attributes, we can again create overall need-dimension scores. Table 3-D shows the percentage of respondents from both surveys that fell in the upper third of each scale in terms of preference. The results indicate a fair amount of stability in job-attribute preferences. Therefore, Hypothesis 3-A is only partially supported:

Observation 3-A: Preferences for various job attributes show a substantial amount of stability in the 18 months after graduation. However, respondents indicated a slightly increased preference for direct compensation and insurance benefits and a similar decreased preference for freedom of self-expression and creativity, comfortable working conditions, and a noncompetitive atmosphere. In terms of aggregate need dimensions, social and self-actualization needs decreased slightly.

TABLE 3-D

Overall Need-Dimension Preferences

Need Dimension	Initial Survey	Follow-up Survey	Change in Percent
Physiological needs	6%	5%	- 1%
Security needs	13	13	0
Social needs	7	3	- 4
Esteem needs	14	14	0
Self-actualization needs	79	76	- 3

NOTES: The figures represent the percentage of respondents from each survey whose aggregate need-dimension score was in the upper third in terms of preference. All figures have been rounded to the nearest integer.

In the follow-up survey, we also asked respondents to indicate which of the 20 job attributes were being satisfied by their current job. Table 3-E summarizes the overall results.

TABLE 3-E
Job Attributes Provided by Current Jobs

Job Attribute	% Experiencing on Current Job	Aggregate Rank
Friendly coworkers	65%	1
Substantial interaction among employees	55	2
Opportunity to use skills and abilities	54	3
A convenient work location	49	4
Comfortable working conditions	49	5
Interest and self-satisfaction	46	6
An adequate wage or salary	44	7
Opportunity for personal development	42	8
Good insurance benefits	40	9
Recognition for good performance	40	10
Substantial job security	39	11
Clearly defined assignments	38	12
Freedom for self-expression and creativity	36	13
Coworkers with similar beliefs	36	14
Importance in the eyes of others	30	15
A noncompetitive atmosphere	30	16
Organization-sponsored social activities	28	17
Influence over others	22	18
A high wage or salary	7	19
Free organization-provided meals	7	20

Interestingly, preferences for all of the five most provided items declined in mean rank, lending some support to Maslow's theory, which contends that satisfied needs decline in importance.

Of the five least provided items, with the exception of a high wage or salary and to a lesser extent a noncompetitive atmosphere, these job attributes are not highly sought after by this set of respondents.

It is also possible to examine motivation theory by looking at the data in a different light. All motivation theories assume that in nearly all cases a person's desire for something decreases as that desire is satisfied. The assumption leads us to expect that preferences for certain job attributes would be lower among respondents reporting that their current jobs provide the attribute than among those whose current jobs do not provide it. The results do not support the expectation that having jobs that provide certain attributes reduces the preference for them. In fact, the results are quite the opposite.

We can also roughly examine this explanation by looking at the responses to the follow-up survey. Table 3-F summarized the percentage of respondents who indicated a high or low preference for each attribute and who also stated that their current jobs provide that attribute. This information is extremely important to practitioners, because it suggests that people do indeed seek out jobs that provide those attributes they prefer. Therefore, it is important to know what attributes are most preferred and by what types of people.

If we cross-tabulate the rankings of each attribute on the first survey with their rankings on the second survey, we can observe how preferences have changed in the 18 months since graduation. In order to simplify this analysis, we divided the ranks at the midway point; thus, ranks 1 through 10 indicate high preference on both surveys, while ranks 11 through 20 represent x^2 values significant at the .00001 level for all 20 attributes. Thus, by this measure the rankings are very consistent over the time period, as opposed to being totally independent of each other.

Nevertheless, some changes in preference have occurred. These four attributes were the most stable:

- Free organization-provided meals (90 percent of the respondents ranked it the same)
- Organization-sponsored social activities (86 percent same)
- Interest and self-satisfaction (85 percent same)

- Opportunity to use skills and abilities (84 percent same).

Similarly, simply summing the percentages for each attribute indicates those attributes that are the least stable:

- Substantial interaction among employees (41 percent of the respondents changed)
- Comfortable working conditions (40 percent changed)
- Freedom for self-expression and creativity (39 percent changed)
- A convenient work location and good insurance benefits (in both, 37 percent changed).

Finally, by subtracting the two figures in the table for each attribute we can determine which have made the biggest net increase and decrease on preference. The following three had the greatest positive net change:

- Clearly defined assignments (6 percent gain)
- Adequate wage or salary (6 percent gain)
- Good insurance benefits (6 percent gain).

Those with the greatest negative net change were:

- Comfortable working conditions (8 percent loss)
- Freedom for self-expression and creativity and a non-competitive atmosphere (both 5 percent loss).

TABLE 3-F

Percent of Respondents With 'High'/'Low' Preference for Certain Job Attributes Which Are Provided By Their Current Job

Job Attribute	Statistical Significance	Percent Having 'High' Preference	Percent Having 'Low' Preference
Substantial interaction among employees	**	61%	51%
Clearly defined assignments	**	44	34
Organization-sponsored social activities		30	28
Friendly coworkers	*	68	59
Coworkers with similar beliefs	**	43	33
Recognition for good performance	*	41	30
A convenient work location		51	48
Interest and self-satisfaction		47	39
An adequate wage or salary		43	46
Substantial job security		40	35
Good insurance benefits	*	43	36
Freedom for self-expression and creativity	***	42	25
Opportunity for personal development	*	43	33
A noncompetitive atmosphere		34	28
Comfortable working conditions		47	52
Importance in the eyes of others	***	42	26
Free organization-provided meals		6	7
A high wage or salary	**	9	4
Influence over others	**	31	20
Opportunity to use your skills and abilities		55	54

NOTES: Figures represent the percentage of respondents who indicated that their current jobs provided each attribute. High preference for an attribute has been equated with a ranking in the top ten and low preference with a ranking in the bottom 10. All percentages have been rounded to the nearest integer.

* Significant at the .05 level
** Significant at the .01 level
*** Significant at the .001 level

SUBGROUP RESULTS

To summarize the results of the cross-tabulation of significant subgroup preferences for various job attributes, younger respondents had a significantly greater preference for friendly coworkers, but this preference consistently decreased for older respondents. Similarly, older respondents had a higher preference for freedom of self-expression and creativity and opportunity for personal development than their younger counterparts; the younger respondents had a higher preference for the opportunity to use their skills and abilities.

Females had a significantly greater preference for good insurance benefits and a noncompetitive atmosphere, but a lesser preference for a job that provided importance in the eyes of others or influence over others. The only attribute on which racial subgroups have significantly different preferences was an adequate wage or salary. Orientals ranked this item much lower than did other racial groups.

In terms of religious upbringing, Jews expressed a lower preference for clearly defined assignments, good insurance benefits, and an adequate wage or salary. Of all the religious groups, Protestants as a group had the highest preference for clearly defined assignments and an adequate wage or salary. Marital status was significant only in regard to a noncompetitive atmosphere where unmarried respondents had a higher preference for this item.

The competitiveness of respondents' institutions accounted for more significant differences than any other variable. Respondents from the most competitive schools had a higher preference for substantial interaction among employees, organization-sponsored social activities, importance in the eyes of others, free organization-provided meals, and influence over others; they had a lower preference for substantial job security and good insurance benefits than did their counterparts from less competitive schools. This finding suggests that those from the most competitive schools have higher social and esteem needs, but lower security needs than students from less competitive schools.

Similarly, those from private schools expressed a lower preference for clearly defined assignments and good insurance benefits; those from church affiliated schools had the highest preference for these two attributes, indicating that they have significantly greater security needs than respondents from private schools. Grade point average was significant in regard to preference for a noncompetitive atmosphere, where, surprisingly, the best students (i.e., those with a GPA over 3.5) had a much greater preference for this job attribute.

Finally, academic major had a significant relationship to preference for freedom for self-expression and creativity and a noncompetitive atmosphere. Fine arts and humanities majors had the highest preference for self-expression, while preprofessional majors had the lowest preference. Social and behavioral science majors had the highest preference for a noncompetitive atmosphere; fine arts and business/public administration majors had the lowest preference.

Those in the two highest salary categories had a greater preference for clearly defined assignments and influence over others. Those in the two middle salary categories (i.e., $18,000 to $50,000) had a higher preference for recognition for good performance and a lower preference for a noncompetitive atmosphere than did those in the two extreme salary groups. Those in the lowest salary group (under $18,000) expressed a significantly lower preference for a high wage or salary which again suggests that they had taken jobs with lower salaries, willingly trading this item off for others they considered more important.

Respondents who were dissatisfied with their jobs had a much lower preference for organization-sponsored social activities; those extremely satisfied with their jobs had the highest preference for friendly coworkers. Those who reported working long hours (more than 60 hours on average) had a significantly greater preference for organization-sponsored social activities, a noncompetitive atmosphere, importance in the eyes of others, and free organization-provided meals.

Respondents who reported having more than four formal performance evaluations a year also had a greater preference for organization-sponsored social activities, freedom for self-expression and creativity, and free organization-provided meals than did those having fewer evaluations. Those who were in supervisory positions had lower preferences for clearly defined assignments and friendly coworkers.

Finally, those with the most subordinates had a greater preference for organization-sponsored social activities, free organization-provided meals, and influence over others. The latter again suggests that people with a preference for influence seek out positions that provide it.

CHAPTER FOUR

Work Ethic Attitudes

In this chapter, we explore attitudes toward items that have traditionally been referred to as the work ethic. However, we are concerned primarily with people's willingness to work hard and do what is asked of them on their jobs, equating a strong work ethic with a willingness to pay their dues. We also expect that people with a strong work ethic are confident in their individual abilities, are relatively less concerned with reducing their work load, and assume that hard work will bring its just rewards.

We are making no normative judgment of whether a strong work ethic is good or bad. Some people are not willing to make the tradeoffs that hard work and long hours require because there are other aspects of their lives they consider more important. This issue is explored in greater depth in the chapter on tradeoffs.

HYPOTHESES

Respondents were asked to indicate the average hours a week they were willing to devote to their jobs. The results are summarized in Table 4-A. The control group with no work experience was lower than the other two groups in the percent of respondents indicating they were willing to work only 40 hours or less; however, they were also lower in the percent willing to work more than 60 hours a week. The hypothesis group response was primarily between those of the two control groups in each category. Looking at the percentage of respondents willing to work more than 50 hours a week suggests the following hypothesis:

Hypothesis 4-A: As respondents mature, they will be more willing to work long hours (i.e., more than 50 a week).

Respondents were asked to indicate the number of nights a month they were willing to be away from home because of their jobs. Cross-tabulation did not yield significant results, thereby suggesting the following null hypothesis:

Hypothesis 4-B: As respondents mature, they will not significantly alter their attitudes regarding job-related travel.

Another question asked respondents to indicate what they wanted their raises based on. This cross-tabulation was also not significant, suggesting another null hypothesis:

Hypothesis 4-C: As respondents mature, they will not significantly alter their preferences regarding the basis of future raises.

TABLE 4-A

Willingness to Work Long Hours By Hypothesis and Control Groups

Average Hours Per Week	Group 1	Group 2	Group 3
40 or less	10%	13%	16%
41 to 50 hours	62	52	49
51 to 60 hours	22	22	23
Over 60 hours	6	12	12

NOTES: Figures represent the percentage of respondents in the subgroup who indicated a willingness to work various hours. All figures have been rounded to the nearest integer. The cross-tabulation was significant at the .05 level.

Respondents ranked the form in which they would prefer to take their rewards from the job, assuming they were already making an acceptable wage or salary. The first two possible answers were: a reduced work load and more time off. The cross-tabulation groups did not result in significantly different responses for these two answers, suggesting the following null hypothesis.

Hypothesis 4-D: As respondents mature, they will not significantly alter their preference for taking additional rewards in the form of a reduced workload or more time off.

Finally, we asked about respondents' intention to take some time off after graduation. The responses did not differ significantly between the groups. However, a hypothesis is not warranted since we asked about actual behavior, and not intentions, in the follow-up survey.

OVERALL RESULTS

Table 4-B presents the results on how many hours a week respondents are willing to work. The results lend mild support to Hypothesis 4-A, with respondents showing a very slight increase in willingness to work longer hours in the follow-up survey. Nearly a third of the respondents in the second survey were willing to work more than 50 hours a week; 9 percent were willing to work only the traditional 40 hours or less. These results indicate a work ethic that has become slightly stronger after 18 months out of college.

Observation 4-A: Respondents expressed a slightly greater willingness to work longer hours in the follow-up survey.

Regarding respondents' willingness to be away from home overnight due to their jobs, the results were somewhat different (see Table 4-C). In this case, the results showed a slight movement away from willingness for job-related travel more than five nights in a month. Since less than 10 percent of the respondents to the follow-up survey were unwilling to travel overnight and nearly 30 percent were willing to be away six nights or more in a month, we concluded the work ethic is still quite strong. However, the changes suggest that the work ethic has decreased slightly since graduation.

Observation 4-B: Respondents expressed a slightly lower willingness to travel overnight for more than five nights a month in the follow-up survey.

Comparing the two surveys indicates that 56 percent of the respondents did not change their answers on hours of work. However, the numbers changing "from" and "to" each of the possible answers nearly offset each other in both cases. Nearly 20 percent answered "41 to 50 hours" in the first survey but selected a different response in the follow-up survey; however, this trend was offset by an equal number of respondents who answered "41 to 50 hours" in the follow-up but not in the initial survey.

TABLE 4-B

Number of Hours Respondents are Willing to Work

Average Hours Per Week	First Survey	Second Survey	Change
40 hours or less	11%	9%	-2%
41 to 50 hours	59	60	+1
51 to 60 hours	22	23	+1
More than 60 hours	8	9	+1

NOTES: Figures represent the percentage of total respondents (rounded to the nearest integer). Figures for each survey should total 100 percent except for rounding. Negative figures represent responses that declined between surveys. Figures are based on the 913 respondents to both surveys.

TABLE 4-C

Willingness To Be Away From Home Overnight Due To The Job

Nights Per Month	First Survey	Second Survey	Change
None	8%	9%	+1
1 to 5 nights	59	62	+3
6 to 10 nights	20	18	-2
11 to 15 nights	6	5	-1
More than 15 nights	7	6	-1

NOTES: Figures represent the percentage of total respondents (rounded to the nearest integer). Figures for each survey should total 100 percent except for rounding. Figures are based on the 913 respondents to both surveys.

Similarly, changes in responses to the question on job-related travel substantially offset each other, but they do confirm a slight decrease in the willingness to travel.

Table 4-D summarizes the overall preferences for the bases of additional raises. Individual performance was the overwhelming choice, nearly 80 percent in the first survey. Of those who did change their response, cost of living had the most defectors while individual performance had the most new adherents. We felt that those with a strong work ethic would thus want additional rewards tied to that. By this measure, the work ethic is indeed getting stronger after 18 months of work experience.

TABLE 4-D

Preferred Basis for Raises

Basis For Raises	First Survey	Second Survey	Change
Individual performance	79%	84%	+5%
Cost of living	13	8	-5
No preference	4	4	0
Seniority	3	2	-1
Group performance	2	2	0

NOTES: Figures represent percentage of total respondents (rounded to the nearest integer). Figures for each survey should total 100 percent except for rounding. Negative figures represent responses that have declined between surveys. Figures are based on the 913 respondents to both surveys.

Similarly, we assumed that those with a strong work ethic would least prefer to take additional rewards in the form of a reduced workload or more time off. Table 4-E summarizes both the mean and ordinal ranks for this question on both surveys. The responses have not changed substantially. While the ordinal ranking for reduced workload and more time off have not changed, the mean rankings have decreased slightly for both items. This trend suggests a strong work ethic, but one that has decreased ever so slightly in the follow-up. The following observations summarize the follow-up results to the questions:

Observation 4-C: Respondents to the follow-up survey had a slightly greater preference for individual performance and a reduced preference for cost-of-living as the basis for additional raises.

Observation 4-D: Respondents to the follow-up survey had a slightly greater preference for a reduced workload and more time off as additional rewards. However, these two choices were still ranked lowest of those included.

Finally, we assumed that respondents who planned to take time off after graduation demonstrated a low work ethic. We saw that 21 percent of the participants in the first survey intended to take some time off after graduation. In the follow-up survey, only 3 percent indicated that they were currently taking time off. This finding does not indicate whether others had already taken time off; nevertheless, the apparent discrepancy between intentions and practice does suggest a stronger work ethic.

Observation 4-E: Significantly fewer respondents were actually taking time off 18 months after graduation than indicated that they intended to be.

We concluded in the first survey that the work ethic was alive and well in the new group of college graduates. From these follow-up results, we concluded that it has remained high and by most measures has actually continued to get stronger.

TABLE 4-E

Preferred Form For Taking Additional Rewards

Form of Additional Rewards	First Survey Mean Rank	First Survey Ordinal Rank	Second Survey Mean Rank	Second Survey Ordinal Rank	Change Mean Rank	Change Ordinal Rank
Reduced workload	5.111	6	5.063	6	+.048	0
More time off	3.764	5	3.615	5	+.149	0
Additional fringe benefits	3.362	4	3.242	2	+.120	+2
Sharing in the increased profits of the organization	3.353	3	3.576	4	-.223	-1
Freedom to structure one's own work schedule	2.660	2	3.292	3	-.632	-1
Additional salary	2.628	1	2.127	1	+.501	0

NOTES: Figures specify the average rank and the aggregate ordinal rank assigned to each factor. Negative figures represent items that were ranked lower in the follow-up survey than in the initial survey.

SUBGROUP RESULTS

Gender was the only personal variable that defined significantly different subgroups on the question of average weekly work hours. Men were substantially more willing than women to work long hours (i.e., more than 50 a week). Institutional affiliation also turned up significantly different responses: while students from private schools were willing to work long hours, those from church-affiliated schools were the least willing.

Two job characteristics were significant on this question. Respondents who were currently working long hours (more than 44 a week) were the most willing to work more than 50 hours a week. This suggests that people put themselves into jobs with acceptable characteristics.

Similarly, those who are currently doing the most overnight travel are also the most willing to work longer hours.

Regarding overnight travel, men were significantly more willing than women; those who were doing a substantial amount of traveling on their current job were also most willing to travel. Several other variables were significant for this question: Unmarried respondents were more willing to be away overnight than married respondents. Those who had been poorer students in school also were more willing to travel. Respondents in supervisory positions, those in the middle salary ranges ($18,000 to $50,000), and those with the highest perceived possibility of losing their jobs, were also most willing to travel if their jobs required it.

The third question asked respondents what they preferred to have their raises based on. We were particularly interested in the number who selected individual performance. A significantly greater percentage of men than women selected this response; also, more students who had majored in business or public administration preferred that raises be based on their individual performance, as did respondents in the $26,000 to $50,000 salary range.

A fourth question asked participants to rank order possible ways they could take additional rewards. We were interested in how they ranked a reduced workload and more time off--because we equated these with a lower work ethic. Older respondents were more likely to take their rewards as a reduced workload; so were non-Americans. Three institutional characteristics were significant: participants who had attended schools of above or below average competitiveness, those who attended private schools, and those who had been poorer students were least likely to prefer a reduced workload. Somewhat at odds with the earlier findings was the fact that those respondents currently working more than 60 hours a week most preferred a reduced workload.

Another question asked respondents to indicate if they were currently taking time off. No one who had attended less competitive institutions indicated that they were taking time off. However, respondents in the highest salary range (more than $50,000), those currently working more than 60 hours a week, those who received the most annual performance evaluations, those supervising the greatest number of subordinates, and those with the highest perceived probability of losing their job were all significantly more likely to be taking time off. These results seem to describe persons under the greatest pressure in their current jobs and those who are relatively self-sufficient or have a secondary means of support. It might also suggest that people who are currently not performing up to expectations or who are mismatched in their current jobs are likely to take time off to reassess their careers.

If we return to our assumptions about what constitutes a strong work ethic, we have to conclude that men have a stronger work ethic than women. The work ethic appears to decline somewhat with age and the conflicting responsibilities that come with marriage and family. It seems to be greater for those who attended private institutions and schools below average in competitiveness. These trends seem contradictory.

The work ethic also seems weaker for respondents who can afford to have a weaker work ethic (i.e., better students, those with higher salaries, and those least concerned about losing their jobs). Finally, respondents who are currently working the hardest and carrying the most responsibility also exhibit the greatest work ethic attitudes--working the longest hours, traveling the most, and supervising the most subordinates.

CHAPTER FIVE

Performance Appraisal and Compensation

Four questions deal with attitudes and preferences toward formal performance appraisal and compensation practices. The first asked respondents what they preferred to have their raises based on. A second asked them to rank order a list of fringe benefits and also which of those fringes were provided on their current job. Finally, we asked how they would prefer to take additional rewards, assuming they were already receiving an acceptable salary.

HYPOTHESES

Once again, by comparing subgroup responses from the first survey, we hypothesized longitudinal changes in preferences for performance appraisal in compensation practices. Table 5-A summarizes the results of the cross-tabulation on the frequency of performance evaluations. There is a clear indication that older and more experienced people prefer fewer formal performance appraisals.

Hypothesis 5-A: As respondents mature, they will prefer to have fewer formal performance evaluations.

Comparing the hypothesis and control groups yielded significant results for the question on the preferred form of additional rewards as well. Table 5-B summarizes the results for the three responses on which the cross-tabulation was significant. Again, the trend is quite clear.

Hypothesis 5-B: As respondents mature, they will prefer to take additional rewards more in the form of additional salary and profit sharing and less in the form of fringe benefits.

OVERALL RESULTS

Table 5-C summarizes the overall results on the preferred frequency of performance appraisals, which support Hypothesis 5-A. The major preference is for two appraisals a year; there is little preference for as many as 12 a year. The major shift between surveys has been from once a quarter to twice a year. More than 80 percent of the respondents prefer more than the traditional annual appraisal (up slightly from 77 percent in the initial survey).

TABLE 5-A

Differing Preferences For Formal Evaluations In Hypothesis And Control Groups

	4 or 12 Evals. Per Year	1 or 2 Evals. Per Year
Group 1: Control	45%	48%
Group 2: Hypothesis	35	56
Group 3: Control	23	70

NOTES: Figures represent the percentage of respondents in each group who preferred each number of formal performance evaluations. The cross-tabulation was significant at the .0001 level. Row figures will not total 100 percent because of those who indicate indifference.

TABLE 5-B

Preferred Form For Receiving Additional Rewards For Hypothesis And Control Groups

	Additional Salary**	Additional Fringes***	Profit Sharing***
Group 1: Control	30%	32%	35%
Group 2: Hypothesis	51	22	48
Group 3: Control	56	19	57

NOTES: Figures represent the percentage of respondents in each group who ranked each form of reward either first or second. Figures are only provided for responses where the cross tabulation was significant at the .01 level.

** = Significant at the .01 level
*** = Significant at the .001 level

TABLE 5-C

Preferred Frequency Of Formal Performance Appraisals

Frequency	Initial Survey	Follow-Up Survey	Change
Once a month	8%	6%	-2%
Once a quarter	32	28	-4
Twice a year	37	47	+10
Once a year	15	13	-2
Makes no difference	8	5	-3

NOTES: Figures represent the percentage of total respondents rounded to the nearest integer.

Observation 5-A: As respondents mature, they prefer fewer formal performance appraisals.

Table 5-D summarized the overall results on the preferred form for taking additional rewards. By our measurement, the big shift has been away from freedom to structure own work schedule and toward additional salary, thus only partially supporting Hypothesis 5-B. However, the preference for fringe benefits increased slightly while profit sharing decreased, both contrary to the hypothesis. In terms of either a number-one or number-two ranking, additional salary was the substantial preference. A reduced workload was still the lowest preference. Of some surprise to us was the dramatic decline in freedom to structure own work schedule.

Observation 5-B: As respondents mature, their preference decreases for being able to structure their own work schedules and, to a lesser extent, for profit sharing. They have a higher preference for additional salary, even assuming that their current salary is acceptable.

TABLE 5-D

Preferred Form For Additional Rewards

Form	Initial Survey	Follow-up Survey	Change
Additional salary	52%	68%	+16%
Freedom to structure one's own work schedule	52	36	-16
Profit sharing	41	34	- 7
Additional fringe benefits	29	31	+ 2
More time off	22	25	+ 3
A reduced workload	5	7	+ 2

NOTES: Figures represent the percentage of total respondents who ranked each of the items either first or second. Negative figures represent responses that declined in the follow-up survey.

Table 5-E summarizes the overall preferences for various fringe benefits. The preference for dental insurance increased significantly, while the preference for subsidized housing decreased by nearly as much. The preference for tuition reimbursement also increased noticeably.

The three least-preferred fringes were as follows:

- Subsidized meals
- Day-care facilities
- Subsidized housing.

Observation 5-C: As respondents mature, they increase their preference for dental insurance and tuition reimbursement, and decrease their preference for subsidized housing. The top three preferences are still dental insurance, a retirement plan, and four weeks of paid vacation.

In the follow-up survey, we also asked respondents to indicate which of these fringe benefits were provided in their current jobs. Table 5-F provides the results. A retirement plan was the most commonly provided (49 percent), followed by dental insurance (43 percent) and tuition reimbursement (35 percent). Day-care facilities and subsidized housing (4 percent) were least provided. With the exception of four weeks of vacation, these results again suggest that preferences are matched by current employers, although not to the degree desired.

TABLE 5-E

Overall Preferences for Fringe Benefits

Fringe Benefits	Initial Survey	Follow-Up Survey	Change
Retirement plan	71	68	- 3
Four weeks of paid vacation	58	58	0
Dental insurance	57	69	+12
Tuition reimbursement	40	47	+ 7
Subsidized housing	23	12	-11
Company car	19	19	0
On-site physical fitness	19	18	- 1
Organization-provided day care	13	11	- 2
Subsidized meals	6	5	-1

NOTES: Figures represent the percentage of total respondents who ranked each fringe benefit in the top three.

TABLE 5-F

Fringe Benefits Most Commonly Provided In Current Jobs

Fringe Benefit	Percent Having Fringe on Current Job	Aggregate Rank
Retirement plan	49%	1
Dental insurance	43	2
Tuition reimbursement	35	3
Subsidized meals	15	4
Four weeks of paid vacation	15	5
On-site physical fitness	14	6
Company car	9	7
Subsidized housing	4	8
Organization-provided day care	4	9

Finally, we asked respondents to indicate what they preferred to have their raises based on. Table 5-G summarizes the results.

Observation 5-D: As respondents mature, they increase their preference for individual performance as the appropriate basis for raises, and similarly decrease their preference for cost-of-living criteria.

What we saw in Chapter Three regarding preferred job attributes is again evident with fringe benefits. Theories suggest that the preference for something desirable will be greater if one does not currently possess it. However, the figures in Table 5-H do not bear this assumption out. In fact, the preference for each of the nine fringe benefits is greater among those whose current job provides the benefit. The more significant the results, the more this pattern is confirmed. For example, more than three times as many respondents who currently had subsidized housing ranked it in their top three preferences than those who did not have it. This suggests to us that people do in fact select jobs that provide the benefits they most prefer.

The cross-tabulations between responses to the two surveys were all significant, indicating a high degree of stability between the two sets of answers.

In regard to the frequency of formal performance evaluations, 41 percent of the respondents did not change their preference. However, 32 percent selected less frequent appraisals in the second survey, while only 27 percent selected more frequent appraisals. In regard to what the bases for raises should be, 78 percent did not change their response. Of the 22 percent who did change, 3 percent of the respondents changed from individual performance to cost-of-living, but 8 percent made the reverse switch.

TABLE 5-G

Preferred Criterion for Raises

Criterion	Initial Survey	Follow-Up Survey	Change
Individual performance	79%	84%	+5%
Cost-of-living	13	8	-5
Makes no difference	4	4	0
Seniority	3	2	-1
Group performance	2	2	0

NOTES: Figures represent the percentage of total respondents who selected each criterion. Figures for both surveys would total 100 percent except for rounding.

TABLE 5-H

Fringe Benefits Preferred By Those Who Do and Do Not Have Each Fringe Benefit Provided On Their Current Job

Fringe Benefit	Provided By Current Job	Not Provided By Current Job
Dental insurance**	75%	63%
Retirement plan*	72	63
Four weeks of paid vacation	63	57
Tuition reimbursement*	52	43
Company car***	47	16
Subsidized housing****	38	11
Physical fitness facilities	19	17
Day care facilities	13	11
Subsidized meals****	10	4

NOTES: Figures represent the percentage of total respondents in each category who ranked each fringe benefit in their top three preferences. Figures have been rounded to the nearest integer.

* Significant at the .05 level
** Significant at the .01 level
*** Significant at the .001 level
**** Significant at the .0001 level

Table 5-I summarizes the major changes in how respondents prefer to take additional rewards. The responses changed a good deal, although in many cases they offset each other. The figures again demonstrate our earlier findings that the major net change was away from freedom to structure own work schedule and profit sharing and toward additional salary and more time off. Nevertheless, a minimum of 57 percent of the respondents changed their rankings of all the items in the follow-up survey; for additional fringe benefits, 73 percent of the respondents changed their rankings.

TABLE 5-I

Changes In Rankings Of Preferences For Taking Additional Rewards

Form For Additional Rewards	Higher Ranking in Follow-up Survey	Lower Ranking In Follow-up Survey	Net Change
Reduced workload	29%	28%	+ 1%
More time off	39	33	+ 6
Additional salary	45	21	+24
Additional fringe benefits	38	35	+ 3
Freedom to structure own work schedule	25	47	-22
Profit sharing	32	39	- 7

NOTES: Figures represent the percentage of total respondents who ranked each preference either higher or lower in the follow-up survey than they did in the initial survey. Negative figures represent the net percent of respondents for whom each preference became less important over the 18 months between surveys.

Similar changes occurred in respondents' ranking of preferred fringe benefits. In net terms, the big gainers were dental insurance and tuition reimbursement while subsidized housing declined. However, Table 5-J indicates that a minimum of 67 percent (and a maximum of 80 percent) changed their rankings for each of the fringe benefits, although the aggregate figures tend to mute it.

TABLE 5-J

Changes In Rankings Of Preferred Fringe Benefits

Fringe Benefit	Higher Ranking In Follow-up Survey	Lower Ranking In Follow-up Survey	Net Change
Dental insurance	45%	27%	+18%
Tuition reimbursement	45	35	+10
Day care facilities	34	38	- 4
Company car	39	38	+ 1
Subsidized meals	40	36	+ 4
Four weeks of paid vacation	36	37	- 1
Physical fitness facilities	42	37	+ 5
Subsidized housing	28	52	-24
Retirement plan	32	35	- 3

NOTES: Figures represent the percentage of total respondents who ranked each fringe benefit either higher or lower in the follow-up survey than they did in the initial survey. Negative figures represent the net percent of respondents for which the fringe benefit became less important over the 18 months between surveys.

SUBGROUP RESULTS

It is again apparent that the older respondents prefer fewer evaluations a year. The most significant difference in preference appears to be for persons 30 years or older; nearly 30 percent are content with one appraisal a year. However, in all three age categories, the modal response is still two evaluations a year.

Two job characteristics were significant. Throughout our analysis, respondents in the $26,000 to $49,999 salary range have had a

higher preference for fewer performance appraisals, and were the least indifferent to the number of formal evaluations.

Finally, it is not surprising to find a relationship between the number of evaluations respondents had in their current job and the number of evaluations they preferred, but the direction of the relationship is surprising. The group having only one annual appraisal also had the highest preference for only one appraisal, and so on. However, those not having any formal evaluations in their current job also exhibited a higher preference for more frequent appraisals. Once again, these results suggest that people tend to take jobs that are consistent with their preferences.

On the question asking what should determine raises, males more than females preferred raises based on their individual performance. Table 5-K presents these results. Females were nearly twice as likely as males to prefer cost-of-living raises, and about four times more likely to prefer seniority increases. However, individual performance was the overwhelming choice for both sexes.

As for academic major, business and public administration majors appeared the exception, having the highest preference for individual performance and the lowest preference for cost-of-living raises. Math/physical science and preprofessional majors had a somewhat greater preference for seniority-based raises.

Gross annual salary was a discriminating variable, and again the $26,000 to $49,999 group was the exception. They had a much higher preference for individual performance as the basis of raises. Those in the lowest and, surprisingly, those in the highest salary categories had the highest preference for cost-of-living criteria.

Taking additional rewards in the form of a reduced workload was preferred more by respondents who were 30 years old or older, and by those who had attended schools of average competitiveness. Additional salary was a greater preference for business/public administration and humanities majors, as well as those working 36 to 59 hours a week and those having two to four evaluations a year.

Additional rewards in the form of fringe benefits were preferred by women, fine arts majors, respondents in the lower salary ranges, and those currently having no performance evaluations. Freedom to structure own work schedule showed a greater preference among those in the highest salary range, those working the most hours a week, and those having the most annual performance reviews; it was the least preferred by business and public administration majors.

Additional rewards in the form of profit sharing were preferred by men, respondents in the highest salary categories, those experiencing the most overnight travel, those in supervisory positions, and those with more subordinates. Persons who have more responsibility in the organization prefer their rewards linked with the success of the organization.

Among the significant subgroup results on fringe benefits, gender was the variable that discriminated most among preferences. Women had a greater preference than men for dental insurance, tuition reimbursement, and day-care facilities, while men had a greater preference for a company car and subsidized housing.

Married respondents had a greater preference for day-care facilities, while unmarried participants had a somewhat greater preference for subsidized housing. Foreign students had a somewhat greater preference for day-care facilities.

Regarding a company car, the preference was greatest for business/public administration majors, and those in the $26,000 to $49,999 salary range. As for subsidized housing, the preference was noticeably preferred by those who perceived a high probability of losing their current jobs.

TABLE 5-K

Subgroup Differences In Preferred Basis For Raises

	Seniority	Cost-Of-Living	Individual Performance	Group Performance	Indifferent
I. PERSONAL CHARACTERISTICS					
Gender ***					
Male	1%	5%	88%	3%	3%
Female	4	9	82	1	5
No response (N=38)					
II. SCHOOL CHARACTERISTICS					
Academic Major *					
Business/Public Admin.	1	2	91	3	2
Social/Behavioral Sci.	1	12	81	1	4
Math/Physical Sci.	5	10	79	3	3
Fine Arts	0	14	81	3	3
Humanities	0	5	85	4	6
Preprofessional	5	4	87	2	3
Other	3	10	81	0	6
No response (N=41)					
III. JOB CHARACTERISTICS					
Gross Annual Salary *					
Under $18,000	3	9	82	2	4
$18,000 - $25,999	2	2	90	2	3
$26,000 - $49,999	0	0	98	0	2
Over $49,999	3	11	81	3	3
No response (N=50)					

NOTES: Figures represent the percentage of respondents in each subgroup who selected each preference. Figures are only shown for characteristics where the cross-tabulations were significant at the .05 level.

* Significant at the .05 level
** Significant at the .01 level
*** Significant at the .001 level

CHAPTER SIX

Tradeoffs

People have many demands on their time and attention. Naturally, these various demands occasionally come into conflict. We asked participants to position demands of religion, family, and personal time against the demands of their jobs and careers.

A second type of conflict that has become increasingly more common involves dual-career families. One question solicited attitudes toward dual careers by husbands and wives and asked who was responsible for child-rearing. Another asked about perceived responses to a spouse's promotion that required a family relocation. Finally, we sought to determine how much of a salary increase respondents would require to accept a position in a new location with all other aspects of the job and location assumed to be equal.

HYPOTHESES

The first question asked respondents to "indicate the degree to which the following considerations are more or less important than your job in day-to-day situations where they come in conflict." The considerations were religion, family, ethical standards, contribution to the community, personal happiness, free time, vacation time, and health.

The respondents scored each consideration on the following five-point scale:

1 = **never** more important than my job
2 = **seldom** more important than my job
3 = **equally** important with my job
4 = **often** more important than my job
5 = **always** more important than my job

The responses for the three groups suggest that as respondents mature, the importance of religion and free time increase relative to the job, while family and health decline. Note, however, Group 3 offers the more dramatic difference, suggesting that these attitude changes occur over a longer time span than is represented between the two surveys.

TABLE 6-A

Tradeoffs Between Job And Other Demands For Hypothesis And Control Groups

Other Demands	Group 1	Group 2	Group 3
Family *	86%	86%	74%
Health *	85	86	77
Personal Happiness	81	75	66
Ethical Standards	74	81	84
Religion *	33	34	38
Free Time *	24	26	26
Vacation time	17	16	16
Community Contribution	12	14	11

NOTES: The figures represent the percentage of respondents in each group who indicated that each item was "often" or "always" more important than their jobs in day-to-day situations where they came in conflict.

* = Significant at the .01 level

Actually, given the measure used in Table 6-A, it appears that ethical standards become more important relative to the job, while personal happiness becomes less important as people get older and gain work experience.

The two questions on dual-career families did not yield significantly different responses for the hypothesis and control groups.

The last question in this section asked respondents, "If your employer requests that you move to an out-of-state location and you perceive no advantage or disadvantage to the move, except an increase in salary, what is the minimum increase you would require to accept the move?" The results, summarized in Table 6-B, suggest that older, more experienced respondents in Group 3 require a higher salary increase to move. We expect the tradeoff to become more expensive for older persons who are more established in a particular location and probably have family concerns to consider. It is not clear that the change after graduation. Sixty-seven percent of the younger control group would be willing to move for a 25 percent salary increase or less, while only 31 percent of the older hypothesis group would be willing to do so. Therefore, offering hypotheses about changes over the 18-month period does not appear warranted.

TABLE 6-B

Differences In Salary Increase Required To Move Between Hypothesis And Control Groups

Response	Group 1	Group 2	Group 3
0% to 10% salary increase	7%	5%	4%
11% to 25% salary increase	55	62	27
26% to 50% salary increase	28	24	43
Over 50% salary increase	4	3	15
No increase in salary would convince me to move	6	6	11

NOTES: Figures represent the percentage of each group that selected each response. Column figures should total 100 percent except for rounding.

OVERALL RESULTS

Table 6-C presents the results regarding dual-career attitudes. In the follow-up survey, 70 percent of the respondents stated that both husband and wife should pursue full-time careers if they want, an increase of 6 percent from the first survey. That increase was matched by a decline in those suggesting that husband and wife should only work part-time and share child-care responsibilities and those suggesting "other" alternatives. It is interesting that in both surveys 12 percent felt that the wife had the responsibility to stay home and raise the children, but not one person suggested that the father had such an obligation. Thus, there does appear to be substantial support for dual-career arrangements, but a trace of the more traditional role stereotypes for men and women remains.

The second question dealing with dual careers asked, "Assume you and your spouse have comparable jobs that are important to each of you, and your spouse has the opportunity for a highly desirable promotion that requires a substantial move. What would you do, assuming finances are not an issue?" Table 6-D summarizes the responses.

Again, support for dual careers is evident; 90 percent of the respondents to the follow-up survey indicated that they would either move with their spouse immediately or as soon as they could find a job in the new location. The major shift in responses between the two surveys was a 4 percent change from the eventual move to the immediate move. The commuting marriage, where each spouse takes a job in a different location and they see each other on weekends, had little support in the first survey and remained an unpopular alternative in the second survey.

Fewer than 10 percent of the respondents in both surveys said they would try to persuade their spouse to turn down the job offer. These results lead us to conclude that dual-career marriages have substantial support, and that support has increased slightly in the 18 months since college graduation.

TABLE 6-C

Should Husband And Wife Pursue Full-time Careers While Raising A Family?

Response	Initial Survey	Follow-Up Survey	Change
Yes, if they want to.	64%	70%	+6%
No, the wife should stay home and care for the children.	12	12	0
No, the husband should stay home and care for the children.	0	0	0
No, both husband and wife should work part-time and care for the children.	5	2	-3
Other	19	16	-3

NOTES: Figures represent the percentage of total respondents who selected each response. Column figures for each survey should total 100 percent except for rounding. Negative figures indicate responses that were less popular in the follow-up survey.

TABLE 6-D

Response To Spouse's Promotion Requiring a Move

Response	Initial Survey	Follow-up Survey	Change
Encourage your spouse to move alone and accept the new job, but keep your job for the time being until you can line up a new job in the new location.	52%	48%	-4%
Agree to quit your job and move with your spouse.	38	42	+4
Try to persuade your spouse to turn down the new job offer.	8	9	+1
Encourage your spouse to accept the new job, and you keep your job, seeing each other on weekends.	2	2	0

NOTES: The figures represent the percentage of total respondents who selected each response. Column figures for each survey should total 100 percent except for rounding.

In the follow-up survey on tradeoffs between job demands and other demands, four other demands were often or always more important than job demands of the majority of the respondents:

- Family (84 percent)
- Health (82 percent)
- Ethical standards (76 percent)
- Personal happiness (73 percent).

Four factors were not seen as more important than job demands by the majority of participants in both surveys:

- Community contribution (10 percent)
- Vacation time (22 percent)
- Free time (29 percent)
- Religion (34 percent).

However, both free time and vacation time became more important relative to the job in the period between surveys. Considerations of personal happiness and community contribution declined relative to job demands.

Observation 6-A: As respondents mature, considerations of free time and vacation time become more important relative to job demands, while considerations of personal happiness and community contribution decline somewhat.

Finally, we asked respondents to indicate the salary increase they would require to accept a job in a new location that in all other respects was equivalent to their current job (see Table 6-E). In the follow-up survey, half of the respondents indicated that they required an 11 percent to 25 percent increase. Another 30 percent required an increase of 26 percent to 50 percent.

Observation 6-B: As respondents mature, the salary increase required to accept a job relocation increases slightly, while an increasing percentage of people indicate that no salary increase would induce them to relocate.

Aggregate figures like those presented above often disguise the changes in people's responses by "netting out" offsetting changes. Table 6-F presents the results for the questions on dual-career attitudes. Nearly 30 percent of the respondents changed their responses to this question in the follow-up survey. Table 6-C implies that there was no change in this response; in fact, 5 percent of the respondents had changed from this answer, offset by another 5 percent who changed to this response. The greatest amount of change involved two responses--"other" and "yes, if they want to."

TABLE 6-E

Salary Increase Required To Move To New Location

Response	Initial Survey	Follow-up Survey	Change
0% to 10% salary increase	6%	6%	0%
11% to 25% salary increase	54	50	-4
26% to 50% salary increase	29	30	+1
Over 50% salary increase	5	5	0
No increase in salary would convince me to move	6	9	+3

NOTES: Figures represent the percentage of total respondents who selected each response. Column figures for each survey should total 100 percent except for rounding.

TABLE 6-F

Change in Dual-Career Attitudes

Response	Changed From This Response In First Survey	Changed To This Response In Follow-Up Survey	Net Change
Yes, if they want to.	8%	14%	+6%
No, the wife should stay home and care for the children.	5	5	0
No, the husband should stay home and care for the children.	0	0	0
No, both husband and wife should work part-time and care for the children.	4	1	-3
Other.	12	8	-4

NOTES: Figures represent the percentage of total respondents.

Table 6-G presents similar changes in responses for the question on a spouse's promotion and relocation opportunity. Even more change is evident here; 34 percent of the respondents changed their answers. For the second response ("eventually moving with spouse"), 13 percent who had not chosen it in the first survey selected this answer. However, this trend was more than offset by another 17 percent who changed from this response.

Regarding the perceived trade-offs between job and other demands, Table 6-H summarizes the changes in responses between surveys. For 22 percent of the respondents, family considerations became more important relative to job considerations in the follow-up survey. However, this change was exactly offset by another 22 percent for whom family considerations became less important. Consequently, the apparent lack of change is in fact a change by 44 percent of the respondents. For most of the other factors, the change in importance was even greater, ranging from a low of 42 percent (health) to a high of 52 percent (free time). The net gainers were free time and vacation time, while the net decliners were community contribution and health concerns.

The greatest amount of change of the salary increase required to relocate involved the 11 percent to 25 percent and the 26 percent to 50 percent responses, and the net result was a slight move toward the latter. Nevertheless, while there was a net decline of four percent in the 11 percent to 25 percent response, it is important to note that 40 percent of the respondents changed either to or from this particular answer.

SUBGROUP RESULTS

For the question on dual-career attitudes, only five variables revealed significantly different responses among the subgroups. Table 6-I presents those results. Not surprisingly, a significantly greater proportion of women indicated that both husband and wife should pursue full-time careers if they wish. However, it should not go unnoticed that 63 percent of the men also selected this answer. Perhaps more telling is the fact that 19 percent of the men felt the wife had the obligation to stay at home and raise the children, while only 7 percent of the women felt this way. Most surprising is the fact that not one male or female felt the husband was obliged to give up his career and assume the child-rearing.

Religious upbringing was also a discriminating variable. Respondents indicating a Jewish upbringing demonstrated the greatest support for dual-career marriages and the least stereotyped role for women. The reverse was true for those selecting the other religious category; these were primarily respondents who specified that they were raised as Mormons.

Married respondents were more likely to suggest that the wife was obliged to stay home with the children. This was also true for those who attended church-affiliated colleges and universities. As for academic majors, business/public administration and preprofessional majors were most likely to expect the wife to forego career opportunities for child-rearing obligations. However, business/public administration majors were also most supportive of both husband and wife pursuing full-time careers if they wished. Fine arts majors had a significantly higher percentage of respondents who felt both husband and wife should work part-time and share duties for raising children.

TABLE 6-G

Changes In Response To Spouse's Promotion

Response	Changed From This Response In First Survey	Changed To This Response In Follow-Up Survey	Net Change
Encourage your spouse to move alone and accept the new job, but keep your job for the time being until you can line up a new job in the new location.	17%	13%	-4%
Agree to quit your job and move with your spouse.	12	15	+3
Try to persuade your spouse to turn down the new job offer	4	4	0
Encourage your spouse to accept the new job, and keep your job, seeing each other on weekends.	1	2	+1

NOTES: Figures represent the percentage of total respondents. Negative figures represent responses that were less popular in the follow-up survey.

TABLE 6-H

Changes In Tradeoffs Between Job And Other Demands

Other Factor	More Important	Less Important	Net Change
Religion	24%	22%	+2%
Family	22	22	0
Ethical standards	24	23	+1
Community contribution	19	31	-12
Personal happiness	23	27	- 4
Free time	30	22	+ 8
Vacation time	28	22	+ 6
Health	18	24	- 6

NOTES: Figures represent the percentage of total respondents who changed their responses in the follow-up survey.

TABLE 6-I

Subgroup Differences In Attitudes Toward Husband and Wife Pursuing Full-Time Careers

SUBGROUPS	Yes, if they want	No, wife stay home	No, husband stay home	Both work part-time	Other
I. PERSONAL CHARACTERISTICS					
Gender ****					
Male	63%	19%	0%	2%	16%
Female	74	7	0	2	17
No response (N=30)					
Religious Upbringing **					
Protestant	72	11	0	2	15
Catholic	70	12	0	2	17
Jewish	83	9	0	0	9
Other	52	24	0	2	21
None	67	0	0	7	26
No response (N=33)					
Marital Status **					
Married	69	17	0	1	13
Unmarried	70	10	0	3	18
No response (N=18)					
II. SCHOOL CHARACTERISTICS					
Institutional Affiliation **					
Public	73	11	0	2	14
Private	65	9	0	2	25
Church	59	19	0	4	18
No response (N=16)					

SUBGROUPS	Yes, if they want	No, wife stay home	No, husband stays home	Both work part-time	Other
Academic Major **					
Business/Public Admin.	74%	15%	0%	1%	11%
Social/Behavioral Sci.	74	10	0	2	14
Math/Physical Sci.	67	12	0	2	19
Fine Arts	61	11	0	11	17
Humanities	62	11	0	4	21
Pre-professional	58	14	0	1	27
Other	74	9	0	3	14
No response (N=33)					

NOTES: Figures represent the percentage of respondents in each subgroup who selected each response.

* Significant at the .05 level
** Significant at the .01 level
*** Significant at the .001 level
**** Significant at the .0001 level

Table 6-J summarizes the significant subgroup results on a spouse's promotion opportunity. Six variables produced significant results. Women were more likely to move immediately with their husband as a result of his promotion. Twenty percent of the men indicated that they would discourage their spouse from accepting the promotion, while only two percent of the women would. Caucasians were much more likely than blacks to move immediately with their spouses, but were also more likely to discourage their spouses from accepting the new position. Orientals were more likely to move with their spouses either immediately or as soon as they could themselves find a job in the new location.

In terms of religious upbringing, Jews were least likely to move immediately with their spouse and most likely, along with those in the "other" category, to discourage their spouse from accepting the promotion. These results seem to contradict the greater support for dual-careers expressed by Jews in the previous question.

The results for marital status are mixed, as this questions is obviously hypothetical for unmarried respondents. Married respondents were more likely to move immediately with their spouse, but also twice as likely to discourage their spouse from accepting the promotion and move. Finally, respondents from institutions of above-average competitiveness were significantly less likely to move immediately with their spouses. Those in the $26,000 to $49,999 salary range were also the most likely to discourage their spouse's acceptance, while those in the lowest salary category were least likely to choose this response.

In conflicts between religion and job demands, Jews and those indicating they had no religious upbringing placed a considerably lower priority on religious considerations. The same was true for unmarried respondents. Respondents from schools of above-average competitiveness, those from private institutions, and those who had been poorer students placed a lower priority on religion than their counterparts.

Not surprisingly, married respondents placed greater importance on family than did unmarried respondents. Ethical standards were more important than job demands for 84 percent of students with GPA's over 3.5, but for only 65 percent of students with GPA's under 3.0.

Personal happiness was more important for those who were most dissatisfied with their current jobs. Free time was more valued by younger respondents (contradicting the longitudinal results), by those who were more dissatisfied with their current jobs, and by those working 36 to 59 hours a week.

We found no significant differences in terms of vacation time. Health concerns were more important for younger respondents.

TABLE 6-J

Subgroup Differences In Response to Spouse's Promotion

SUBGROUPS	Move W/Spouse Immed.	Move W/Spouse Eventually	See Spouse On Wkends	Encourage Spouse To Turn Down Promotion
I. PERSONAL CHARACTERISTICS				
Gender ****				
Male	23%	55%	3%	20%
Female	53	43	2	2
No response (N=39)				
Race **				
Caucasian	42	47	2	9
Negro	15	73	8	4
Oriental	17	83	0	0
No response (N=90)				
Religious Upbringing **				
Protestant	45	45	1	8
Catholic	40	48	4	8
Jewish	27	62	0	12
Other	34	46	2	18
None	31	64	4	0
No response (N=42)				
Marital Status ***				
Married	47	38	2	14
Unmarried	40	52	2	7
No response (N=27)				

(continued)

SUBGROUPS	Move W/Spouse Immed.	Move W/Spouse Eventually	See Spouse On Wkends	Encourage Spouse To Turn Down Promotion
II. SCHOOL CHARACTERISTICS				
Institutional Competitiveness **				
Below average	49	38	3	11
Average	43	47	2	9
Above average	29	61	2	8
No response (N=25)				
III. JOB CHARACTERISTICS				
Gross Annual Salary ***				
Under $18,000	46%	46%	2%	6%
$18,000 - $25,999	38	49	1	12
$26,000 - $49,999	20	51	4	26
Over $49,999	40	46	3	12
No response (N=50)				

NOTES: Figures represent the percentage of respondents in each subgroup who selected each response.

* Significant at the .05 level
** Significant at the .01 level
*** Significant at the .001 level
**** Significant at the .0001 level

CHAPTER SEVEN

Values Regarding Organizational Practices

This chapter tracks changes in values regarding several controversial practices by both top management and other employees in organizational settings. It is important to keep in mind that it is not the legality, but rather the perceived propriety of the practice under consideration.

The general public increasingly expects large public and private institutions to behave as responsible and moral citizens. The future leaders of these institutions will largely come from today's college graduates. Therefore, we feel it is important to understand the value orientations of these future leaders and to track changes over time in their perceptions of right and wrong. What ethical norms and conscience will these "new lifestyle professionals" bring to their positions of responsibility in the future?

Participants were asked to review the following 10 practices:

- Selling a product that scientific evidence indicates is harmful to consumers.
- Attempts by company executives to get government restrictions on competing foreign products.
- Colleagues' use of company time and/or resources for their outside business ventures.
- Hiding expenses for your spouse on an expense report.
- Paying foreign government officials in order to do business in their country.
- Paying women and/or minorities less than white males for comparable performance in comparable jobs.
- Attempts by company officials to prevent unionization.
- Use of lie detector tests to detect theft within the organization.
- Requiring a lie detector test as a condition of employment.

- Dating an immediate supervisor.

For each of the practices, participants were asked to choose one of six responses that they felt most realistically represented their behavior if confronted with these situations. The six responses represent a continuum of severity:

- I think there is nothing wrong with this practice.
- I disapprove of this practice, but would not say or do anything.
- I disapprove and would say so to my supervisor and/or the employee involved.
- I disapprove and would do all I could within my organization to get the practice discontinued.
- I disapprove and would do all I could outside my organization to get the practice discontinued (e.g., legal action).
- I would not work with an individual or organization that engages in such practices.

HYPOTHESES

None of the cross-tabulations for the 10 practices yielded significantly different results at the .01 level between the hypothesis and control groups, suggesting the following null hypothesis:

Hypothesis 7-A: As respondents mature, their perceived response to various controversial organizational practices will not change significantly.

OVERALL RESULTS

The list of responses was arranged in order of relative severity, and each was assigned a numerical value. These values were then multiplied by number of respondents who selected each response, thus obtaining a mean response. The mean responses were also rank ordered from high score to low, with the highest mean score thus representing the practice that respondents considered most objectionable.

The results suggest a high degree of stability in respondents' values toward these practices over the first 18 months after graduation. The four most objectionable practices in the follow-up survey were the same as in the initial survey:

- Selling a product that scientific evidence indicates is harmful to consumers.
- Paying women and/or minorities less than white males for comparable performance on comparable jobs.
- Paying foreign government officials in order to do business in their country.
- Requiring a lie detector test as a condition of employment.

The three least objectionable practices were also the same in both survey:

- Dating an immediate supervisor.
- Attempts by company executives to get government restrictions on competing foreign products.
- Use of lie detector tests to detect theft within the organization.

The most dramatic shift in attitude was a decreased objection to attempts by company officials to prevent unionization. This response may not represent an anti-union attitude but rather, given the traditional adversarial nature of labor-management relations, realization that attempts to prevent unionization are a legitimate responsibility on the part of company officials.

The changes in overall attitudes toward the 10 practices are clarified further in Table 7-A. Under attempts by company officials to prevent unionization, we see that the major shift has been toward the idea that nothing is wrong with this practice. The primary shift was from the responses suggesting appropriate internal or external action. Eight percent fewer of the respondents chose these two answers in the follow-up survey.

The other dramatic shift reflected in these figures involves dating an immediate supervisor. Thirteen percent fewer respondents felt nothing is wrong with this practice in the follow-up survey, while 9 percent more respondents indicated disapproval but would not take any action. In discussing this practice with students, a typical response has been that, while they personally would not date an immediate supervisor, they saw nothing wrong with someone else doing so.

The two most dramatic attitude changes are summarized in the following observation:

Observation 7-A: As respondents mature, they become less opposed to attempts by company officials to prevent unionization and more opposed to dating an immediate supervisor.

Table 7-B also presents information on changes in attitudes toward these practices. It is evident that more change has taken place than is indicated by aggregate figures. For example, more than two-thirds (67 percent) of the respondents changed their response to the practice of paying foreign government officials in order to do business in their country; however, these changes offset each other.

TABLE 7-A

Overall Responses To Various Organizational Practices

PRACTICE	Nothing Wrong With It 1	Would Do Nothing About It 2	Would Say Something To Someone 3	Would Take Intern. Action 4	Would Take Extern. Action 5	Would Not Work There 6	
Selling harmful products	1%	3%	13%	26%	10%	46%	S
	2	4	13	26	13	42	F
	-1	-1	0	0	-3	4	C
Restricting foregin competition	36	30	15	11	4	4	S
	40	26	15	11	4	4	F
	-4	4	0	0	0	0	C
Using company resources for personal ventures	2	36	47	14	0	1	S
	2	31	49	14	2	2	F
	0	5	-2	0	-2	-1	C
Hiding spouse's expenses	3	36	40	17	1	4	S
	2	33	40	18	2	5	F
	1	3	0	-1	-1	-1	C
Paying foreign officials for business	13	26	15	20	9	17	S
	14	22	14	21	11	18	F
	-1	4	1	-1	-2	-1	C
Paying women/minorities less	1	7	14	26	25	28	S
	0	6	12	26	25	30	F
	1	1	2	0	0	-2	C
Attempting to prevent unionization	37	15	11	18	11	7	S
	27	14	13	22	15	8	F
	10	1	-2	-4	-4	-1	C
Using lie detector - theft	41	17	19	12	4	8	S
	46	16	15	11	5	8	F
	-5	1	4	1	-1	0	C
Using lie detector - employment	27	21	13	9	3	25	S
	25	22	15	9	4	25	F
	2	-1	-2	0	-1	0	C
Dating immediate supervisor	45	39	11	3	0	2	S
	58	30	8	2	0	1	F
	-13	9	3	1	0	1	C

NOTES: Figues represent the percentage of total respondents who selected each behavioral response. For each of the ten practices, the first row of figures (labelled "S") summarized the responses to the second survey; the second row of figures (labelled "F") summarizes the responses to the first survey; and the third row (labelled "C") shows the change (with negative figures showing less popular responses in the second survey). Except for rounding, the figures in each of the first two rows for each practice should total to 100%. Percentages are rounded to the nearest integer.

TABLE 7-B

Changes In Perceived Response To Various Organizational Practices

PRACTICE	More Severe Response	Less Severe Response	Change
Selling harmful products	29%	26%	+3%
Restricting foreign competition	29	25	+4
Using company resources for personal ventures	23	29	-6
Hiding spouses's expenses	25	32	-7
Paying foreign officials for business	33	34	-1
Paying women/minorities less	27	30	-3
Attempting to prevent unionization	23	38	-15
Using lie dector - theft	31	26	+5
Using lie detector - employment	31	30	+1
Dating immediate supervisor	29	15	+14
Totals:	280	285	-5
Average:	28.0	28.5	-.5

NOTES: Figures represent the percentage of total respondents who changed their answers in the follow-up survey. Negative figures represent a reduced reaction to practices.

The results indicate that the three practices for which disapproval increased the most in the follow-up survey were:

- Dating an immediate supervisor.
- Using a lie detector test to detect theft within the organization.
- Selling harmful products.

Disapproval decreased the most for the following three practices:

- Attempts to prevent unionization by company officials.
- Hiding a spouse's expenses in an expense report.
- Using organization time and/or resources for personal ventures.

Readers are cautioned, however, that in the aggregate, the overwhelming pattern is one of stability, and not dramatic change, in respondents' attitudes toward these organizational practices.

SUBGROUP RESULTS

Study of the various subgroups reveals significantly different attitudes between men and women toward four of the practices. In all cases, women were more opposed to the practice than men--a pattern we also observed in the initial study. Women were particularly opposed to paying women/minorities less for comparable performance and work. Women were also more opposed to attempting to prevent unionization, paying government officials for business, and selling products that scientific evidence indicates are harmful.

Age was a discriminating factor for two of the practices. Older respondents were significantly more opposed to selling harmful products, but less opposed to paying women and minorities less than were younger participants. Academic major was significant in relation to attitudes toward paying foreign government officials for business and attempts to prevent unionization. As we expected, business/public administration majors were relatively less opposed to these practices. Math and physical science majors also had a relatively low objection to these two practices, while fine arts majors found them most objectionable. Similarly, respondents in the lowest salary category were most opposed to these two practices, while those in the $26,000 to $49,999 category were the least opposed to both.

Finally, respondents who perceive a moderate or high probability of losing their jobs are two to four times more likely to strongly object to someone dating an immediate supervisor. Perhaps they perceive themselves as the affected third party.

CHAPTER EIGHT

Organizational Loyalty

We asked two groups of questions that deal with perceived tenure with the organization: (1) in the first survey--"How long do you expect to stay with your first employer after graduation?"; in the second survey--"How long do you expect to stay with your current employer?"; and (2) in the initial survey--"How many different employers do you expect to work for in the next five years?"; in the follow-up survey--"How many different employers have you had since graduating from college?"

HYPOTHESES

In the control group of older and more experienced respondents, 33 percent expected to be with their first employer five or more years; for the hypothesis group the figure was 14 percent; and for the control group of young and inexperienced respondents, 12 percent in the initial survey (Table 8-A provides these results).

Similarly, the percentage who expected to stay with their first employer less than two years differed by 10 percent between the two control groups. Somewhat intriguing is the fact that the hypothesis groups appeared more certain of their tenure than either of the control groups. The major change is reflected in the second control group, suggesting that dramatic changes may not occur in the first couple of years after graduation.

Hypothesis 8-A: As respondents mature, they will perceive increasingly longer tenure with their current employer.

Table 8-B summarizes the responses of the hypothesis and control groups to the second question, "How many different employers do you expect to work for in the next five years?" Fully half of the mature control group expected to have only one employer in the next five years; this rate was double the percentage in either of the other two groups. Likewise, the percentage of respondents expecting to have three or more employers in the next five years was four times greater in both the immature control group and the hypothesis group than in the mature control group.

Hypothesis 8-B: As respondents mature, they will expect to change employers less often.

TABLE 8-A

Perceived Tenure With First Employer

ESPONSE	Group 1	Group 2	Group 3
ess than 2 years	17%	14%	7%
to 5 years	42	55	35
ore than 5, less than 10 years	7	7	11
0 years or more	5	7	22
o clear expectation	29	18	26

NOTES: Figures represent the percentage of respondents in each subgroup who selected each response. Results are significant at the .0001 level.

TABLE 8-B

Perceived Number Of Employers In Next Five Years

ESPONSE	Group 1	Group 2	Group 3
ne	25%	22%	50%
wo	55	58	44
hree	16	14	4
our	2	3	1
ive or more	2	3	0

NOTES: Figures represent the percentage of respondents in each subgroup who selected each response. Results are significant at the .001 level.

OVERALL RESULTS

Rather than increasing as expected, the perceived tenure with the first or current employer declined rather dramatically between the first two surveys. (See Table 8-C). Sixteen percent of the respondents expected to be with their first employer less than two years; 18 months later, this figure had more than doubled to 35 percent.

However, on closer inspection, the results are not inconsistent. For example, students in the first survey who expected to stay with their first employer for three years would answer two to five years. Eighteen months later, if their expectations were the same, they would now respond less than two years. Indeed, it appears that the major shift has been between these two responses. Also, fewer respondents reported in the follow-up survey that they had no clear expectation about their job tenure. It is more interesting to note that less than two years out of college, only 13 percent of the participants expect to be with their current employer more than five years.

Observation 8-A: Only 13 percent of the respondents expect to be with their current employer for more than five years.

In the first survey, 67 percent of the participants expected to have two or three employers in the first five years after graduation; less than two years later, 41 percent had already had two or three employers. We can say that 87 percent of the participants have had only one or two employers since graduation, and that trend connotes a fair degree of stability. On the other hand, nearly half have changed employers in the 18 months since graduation, and that trend suggests a more dynamic situation. Our bias is reflected in the following observation:

Observation 8-B: Forty-five percent of the respondents report that they have had more than one employer in 18 months following graduation.

Table 8-D further clarifies the changes in response to these two questions from the first to the second survey. While the results in 8-D may not indicate a decrease in perceived tenure, neither do they support the hypothesis that perceived tenure will increase with age. Furthermore, the figures indicate that more than 63 percent of the respondents have changed their answer to this question.

The figures indicate that 37 percent of the respondents who expected to have more than one employer in the first five years after graduation have actually had only one employer in the first 18 months after graduation. In the first 18 months, 62 percent of the respondents have not yet matched the number of employers in their five-year projection.

TABLE 8-C

Expected Stay With First/Current Employer

RESPONSE	First Survey	Second Survey	Change
Less than 2 years	16%	35%	+19%
2 to 5 years	44	33	-11
More than 5, less than 10 years	7	5	- 2
10 years or more	7	8	+ 1
No clear expectation	26	19	- 7

NOTES: Figures represent the percentage of respondents in each survey who selected each response. All percentages have been rounded to the nearest integer. Readers are cautioned that the questions are not entirely comparable; the first survey asked about their perceived tenure with their first employer after graduation, while the second survey asked about their perceived tenure with their current employer.

TABLE 8-D

Changes In Expected Tenure With Employer

RESPONSE	Changed From This Response In Follow-Up	Changed To This Response In Follow-Up	Net Change
Less than 2 years	9%	28%	+19%
2 to 5 years	27	16	-11
5 to 10 years	6	4	- 2
10 years or more	4	5	+ 1
No clear expectation	18	10	- 8
Totals:	64%	63%	

NOTES: Figures represent the percentage of total participants in both surveys who changed from or to each response. Readers are cautioned that the questions involved are not entirely comparable (see Notes for Table 8-C).

SUBGROUP RESULTS

The results for the question, "How long do you expect to stay with your current employer?" indicated that: Women expected greater turnover than men; 73 percent of the women expected to be with their current employer five years or less, compared with only 60 percent of the men. Also, men's expectations on tenure were less clear than women's.

Similarly, unmarried respondents expected shorter tenure with their current employers than those who were married; 38 percent of the unmarried respondents and 27 percent of the married respondents expected to stay less than two years.

Several job characteristics were related to perceived tenure. Generally, respondents in the lower salary categories expected shorter tenure. However, those in the highest salary category (over $50,000) also expected fairly short tenure with their current employers. Not surprising was the fact that the more dissatisfaction respondents had with their current jobs, the faster they expected to leave. In contrast, the more hours respondents work the longer the expected tenure with the current employer. Finally, those who indicated that they had no formal performance evaluation were significantly more likely to leave in less than two years.

For the question on the number of employers since graduation, of the personal characteristics only marital status provided significant results. Nearly half (49 percent) of the unmarried respondents cited more than one employer since graduation; only 36% of the married participants have had more than one.

The only school characteristic to show significant subgroup differences was academic major. The greatest stability was demonstrated by preprofessional and math/physical science majors. Nearly 70 percent of the preprofessionals and 64 percent of math/physical science majors have had only one employer since graduation. The greatest job-hopping was exhibited by humanities majors; less than 40 percent stayed with one employer, and 10 percent cited four or more employers in 18 months.

Finally, several job characteristics are related to respondents' number of employers. Significantly less likely to have had only one employer since graduation are: those in the higher salary category (i.e., $26,000 to $49,999), who work 36 to 59 hours a week, who have one formal performance appraisal a year, and respondents currently making low salaries, working less than 35 hours or more than 59 hours a week, having no formal evaluations or more than four a year, and with a moderate or high perceived probability of losing their job.

CHAPTER NINE

Concluding Comments

INTERPRETATION OF MAJOR RESULTS

This chapter summarizes the major results in terms of changes that occurred between the two surveys, as well as cross-sectional results from the follow-up survey. Further, we highlight some of the more surprising results encountered in each of the categories, given expectations from current literature, intuition, and logic.

In general, the survey's aggregate results imply very little change in career value preferences and attitudes in the 18 months since respondents graduated. However, closer inspection indicates a good many individual changes which tend to offset each other.

Job Search and Career Planning: For job-search strategies, the major change was a move away from using the college placement office, particularly by business/public administration majors. It was replaced by public and private employment agencies, and direct contacts with employers. Use of public employment agencies seems to increase with age, whereas use of private employment agencies appears to increase with salary. About three-quarters of the respondents predicted their post-graduation career plans fairly accurately. Fewer were attending graduate or professional schools than expected to be, and more were working for private-sector corporations (nearly half) than expected. Women were significantly more likely to be working in the public and not-for-profit sectors, and less likely to be self-employed or attending graduate school, than were men. Those with lower grade point averages were more likely than other students to be employed in the private sector.

The major surprises were that respondents now employed in the public sector reported higher levels of job satisfaction, greater amounts of overnight job-related travel, more frequent performance evaluations, and a higher perceived probability of losing their job than those currently employed in the private and notfor-profit sectors. It was also a surprise to find nearly one-fifth of all participants currently working in the not-for-profit sector.

Respondents' post-graduation career expectations were fairly accurate and they were fairly flexible in their job-search strategies. The public and not-for-profit sectors appear to attract a disproportionate share of women, perhaps because the private sector is, or is perceived to be, less open to women than we are led to believe.

Perceived Determinants of Career Success: The major and most unexpected change in the perception of factors that determine success was the significant decline in ability to work with people. In contrast, work experience was perceived to have significantly greater importance than it did in the initial survey. In the follow-up, women placed greater importance than men on formal education and work experience while men stressed willingness to take risks and ability to work with people more than did women. Overall, organizational commitment was perceived as relatively unimportant, but business/public administration majors put greater emphasis on the factor than did other majors. Training and technical knowledge was seen as more important to math/physical science and preprofessional majors. Somewhat surprising is the finding that the perceived importance of formal education is lower for those currently earning higher salaries.

Overall, these results suggest a fairly conservative attitude toward career success, where hard work and good performance pay off, and risk-taking, organizational commitment, and office politics are unimportant and unnecessary for career success.

Preferred Job Attributes: Overall, attributes most preferred in a job remained fairly consistent. Direct and indirect compensation seemed to gain some importance, primarily at the expense of freedom for self-expression and creativity. We found this somewhat surprising, expecting that people would be more willing to trade off money for individuality and creativity, Perhaps this happens later in the career.

Most surprising, the data suggest that respondents whose jobs currently provide preferred attributes are those with the highest preference for those same attributes. This finding suggests that persons seek out jobs that provide the attributes they most desire. Institutional competitiveness accounted for the most significant subgroup differences. Those from the more competitive schools preferred job attributes that satisfied social and esteem needs more, and security needs less, than respondents from less competitive schools. Women indicated greater security needs than did men (e.g., good insurance benefits and a noncompetitive atmosphere).

Some surprising results were the fact that better students (GPA over 3.5) had a much higher preference for a noncompetitive atmosphere than did poorer students. Also surprising was the higher preference for clearly defined assignments among those in the higher salary categories. Finally, the decline in preferences for attributes satisfying both social and self-actualization needs was surprising. Our interpretation is that while individual preferences reflect a good deal of diversity, they are nevertheless fairly stable over the short-run, 18-month period we observed.

Work Ethic Attitudes: Since the first survey, respondents seemed more willing to work longer hours, but less willing to be away from home overnight. The preferred basis for raises was overwhelmingly individual performance; the least-preferred forms for taking additional rewards were still a reduced workload and more time off.

Men appear to have a stronger work ethic than women, as measured by their greater willingness to work longer hours and to travel overnight. They also appear to have greater confidence according to their higher preference for raises based on individual performance; this trend was also true for business/public administration majors. Older respondents had a greater preference for taking rewards in the form of a reduced workload.

Most surprising was the fact that respondents currently working the longest hours and doing the most overnight traveling were also most willing to work long hours and to travel. By our measures, the work ethic seems to be weaker for older respondents, and for those who were better students, those earning higher salaries, and those least concerned about losing their current jobs.

Performance Appraisal And Compensation: More than 80 percent of the respondents prefer more than one formal appraisal a year. Nevertheless, the need for formal feedback and evaluation decreases with age and experience. There was a noticeable move away from freedom to structure own work schedule and toward additional salary as additional rewards. As a preferred fringe benefit, dental insurance increased significantly, as did tuition reimbursement. The preference for subsidized housing declined. A retirement plan and four weeks of paid vacation remained highly valued fringes.

As with preferred job attributes, we found that respondents receiving certain fringes in their current jobs are likely to have a higher preference for those fringes. Similarly, the number of formal performance evaluations in respondents' current jobs directly correlate with their preferred number of evaluations. This trend supports the conclusion that people select jobs that provide what they profess to desire.

Men and business/public administration majors had a greater preference for raises based on individual performance than did women and other majors. Regarding fringes, women had a greater preference for dental insurance, tuition reimbursement, and day-care facilities, while men preferred a company car and subsidized housing. Those with more responsibility in an organization as measured by salary, travel, and supervisory roles, seemed to have a higher preference for linking their rewards to the success of the organization through profit sharing.

Tradeoffs: Overall, support increased for dual-career arrangements between husband and wife. However, traces of traditional role stereotyping remained, with significantly more people suggesting that the wife has primary responsibility for raising children. Likewise, the number of respondents who would move immediately to accommodate a spouse's promotion also increased. Commuting marriages, with husband and wife pursuing careers in different locations and seeing each other on weekends, remained unpopular. As respondents matured, they increased the percentage raise they would require to move to a new location, all other things being equal. In conflicts with job demands, consideration of family, health, ethics, and happiness continue to take precedence. Between surveys, however, both free time and vacation time increased in importance while personal happiness and community contributions declined as considerations.

Men, and married respondents in general, were more likely to espouse the wife's obligation to stay home and raise the children. Similarly, they were more likely to discourage their spouse from accepting a promotion that required a move. Jews were significantly less likely to put religion ahead of job demands.

In regard to these tradeoffs, we conclude that job considerations are positioned near the middle for the majority of respondents and concern for nonwork time appears to have increased substantially relative to the job.

Values Regarding Organizational Practices: We saw a substantially decreased objection to attempts by company officials to prevent unionization. However, there was greater objection to workers dating their immediate supervisors. In general, women expressed a greater disapproval of all practices than did men. Business/public administration majors were less opposed to paying foreign government officials in order to do business in their country. They also were less opposed to attempts to prevent unionization.

In general, the three practices most opposed--selling harmful products, paying women/minorities less, and paying foreign officials for business--are the three for which there is most likely to be legal recourse. One of the more interesting findings was respondents' reluctance to take external action. However, we found that respondents who had strong opposition to a practice would either fight it internally or simply refuse to work there.

Furthermore, the percentage of respondents willing to take external action on any of the 10 practices either declined or stayed the same in the follow-up survey (see Table 7-A). This may indicate a feeling that legal recourse is ineffective and time-consuming. We believe it also reflects a feeling that external legal action is inappropriate, and that such action would in essence brand employees as traitors. Therefore, if there is strong disagreement, they might just as well not continue working there.

Organizational Loyalty: Perceived tenure with respondents' current employers did not increase as we expected; rather, it decreased, which is quite surprising. Only 13 percent of the respondents expect to be with their current employers for more than five years, and nearly half have already had more than one employer in the 18 months after graduation. Women and unmarried respondents both expect shorter tenure with their current employers than do their counterparts. Those working long hours held significantly greater tenure expectations than those working fewer hours.

Conclusion: Taking the results as a whole, we feel that they describe a group of new professionals who are willing to work hard and pay their dues. Furthermore, they expect hard work, good performance, and increased work experience to pay off. They are confident of their individual abilities and want their rewards to be based on that performance. The demands of the job are seen as important, but they are unwilling to elevate them above all other demands on their time and attention, particularly family, health, ethical standards, and personal happiness. They increasingly value their nonwork time, and have clear ideas of what they want from their jobs. They clearly desire jobs that allow them to be self-actualizing and that provide an opportunity to develop further. They desire a chance to be creative and to increase control over their work lives. Indeed, the data suggest that they will seek out jobs that provide the attributes, fringe benefits, hours, and travel requirements they desire.

The high turnover among this group early in their careers reflects a willingness to pick up and move on if things are not right. Undoubtedly, in some situations, the relationship is severed by the organization, but in either case, such turnover results in a high cost to both organizations and individuals, although perhaps some benefits accrue to both as well.

IMPLICATIONS FOR PRACTITIONERS

It is difficult to engage in a project of this magnitude and not take the results to the logical last step of prescription/proscription.

Organizational Representatives: First, for employers, supervisors, and recruiters, we believe it is important that you educate yourselves on an ongoing basis about what your employees want from their jobs. The data presented here should be helpful, but they address only one segment of employees--new, college-educated professionals. You cannot offer what people want if you don't know what they want from their jobs. Furthermore, we believe these wants are dynamic and are changing continuously in response to macro influences such as political, economic, social, and technological factors. They also change for more considerations having to do with individual and situational differences. Therefore, the educational process must also be continuous.

Second, seek to do a better job of clarifying the organizational culture: What are your organizational values? How do things get done? How formal or informal are organizational relationships? What are the operative organizational goals and objectives, aside from the official ones, and what means will and will not be tolerated for reaching them? This clarification allows greater honesty with prospective employees and leads to a better match between organizational and individual objectives. Misrepresenting your organization's values and objectives for the short-run sell only magnifies the long-run costs.

Third, be flexible in your various approaches to employees. One thing our study demonstrates is that these new professionals represent a diverse set of values, preferences, attitudes, and objectives. Too many times the aggregate statistics disguised this diversity, but when we analyzed the changes in responses as well as the subgroups, a good deal of diversity appeared. It was undoubtedly easier to deal with generalities, but in doing so large segments of employees may be neglected, or at best left unsatisfied.

In order to deal with this diversity, organizations must adopt flexible programs and policies. For example, especially useful are flexible fringe benefit packages ("cafeteria plans") that allow employees to select the fringes of greatest value to them. Alternative work schedules such as flextime, which allow individual employees to structure their work lives, may eliminate potential conflicts between job demands and personal demands. Even the performance-evaluation process should be flexible. Our data suggest that employees need and want more frequent evaluations early in their careers and in new jobs, but fewer evaluations later on when they understand their abilities and how their performance equates with others. Even the content and format of performance evaluation might be negotiated separately. The popularity of MBO reflects the need for participation and flexibility.

Fourth, seek to broaden jobs and career paths. We have become a nation of specialists, and that direction obviously has some advantages. However, broader job descriptions, lateral moves, and attempts to train more generalists and fewer specialists also have benefits for both organizations and individuals. The organization benefits from more cross-training and therefore greater back-up capacity in emergencies. It also benefits from employees who understand how various operations are related, who can see the big picture, and can therefore address problems from a systems point of view rather than a narrow, specialized function. For individuals, this breadth is both attractive and beneficial. It opens new career paths, satisfies the need for new knowledge and personal development, reduces boredom that can accompany specialization, and creates understanding, empathy, and the ability to view problems from other perspectives.

Finally, create more open organizations. Develop procedures for tapping the energy and knowledge of all employees. This doesn't mean just allow them to participate, but rather actively soliciting their input and suggestions. The recent popularity of quality control circles suggests that they are filling a need. Open channels of communications so that complaints can be received and acted upon internally. Respect the input that all members of the organizational family can provide.

College Placement Personnel: College placement offices are traditionally under-staffed. Nevertheless, our data suggest that institutions consider expanding services to alumni. Some do this already, although to varying degrees. Certainly the data indicate an understandable move away from use of the college placement office after graduation. However, they also indicate a large proportion of people who remain willing to use these services when available. Given the expectation of high turnover among this group, such an extension of services might be a way for some institutions to attract new students in tight markets.

Second, we believe that placement offices must seek to facilitate a better match between graduates and organizations. It is not enough to simply serve as a clearinghouse for job providers and job seekers. The placement office must find ways to better educate students about the diversity of organizations and their cultures as well as the diversity of jobs. We must find ways to measure and profile both individuals and organizations so that better matches can be made initially, rather than through an extensive period of trial and error that wastes time and resources and frustrates people and organizations.

Finally, college placement offices might extend their services more equally across student populations. Traditionally, placement offices have done a better job of matching students with private-sector organizations, and thus, have better served business/public administration majors or other students interested in corporate jobs. Other student and employment sectors have been slighted. Our data indicate significant differences between various student groups in their willingness or intent to use placement office services. Approaches for attracting a broader range of employers (e.g., government, voluntary organizations, nonprofit organizations, and international organizations) must be found. Likewise, greater attention is needed to meet the special needs of diverse student groups, such as various majors, racial minorities, foreign students, handicapped students, older or mid-career students, and students changing careers. Placement offices need to broaden their concept of what placement means, the students to be served, the employers that are available, and the types of services provided.

APPENDIX A

Comparative Demographics For Samples From The Initial And The Follow-Up Studies

	Adjusted Relative Frequencies[1]	
	Initial Survey (April 1982) N = 1930	Follow-Up Survey (October 1983) N = 913
I. Personal Information:		
A. Sex		
1. Males	43%	40%
2. Females	57	60
3. No response	N = 223	N = 29
B. Age:[2]		
1. Under 22	31%	34%
2. 22 to 35	66	63
3. Over 35	3	3
4. No response	N = 221	N = 14
C. Race:		
1. Caucasian	94%	95%
2. Black	4	3
3. Oriental	1	1
4. Other	1	1
5. No response	N = 329	N = 61
D. Religious Upbringing:		
1. Protestant	53%	54%
2. Catholic	28	28
3. Jewish	4	4
4. Other	10	10
5. None	6	5
6. Multiple response	0	0
7. No response	N = 236	N = 16
E. Gross Family Income:[2]		
1. Under $25,000	34%	31%
2. $25,000 - $75,999	56	59
3. Over $75,000	10	11
4. No response	N = 298	N = 36
F. Marital Status:[2]		
1. Married	17%	16%
2. Unmarried[1]	83%	84%
3. No response	N = 235	N = 22

(continued)

	Adjusted Relative Frequencies[1]	
	Initial Survey (April 1982) N = 1930	Follow-Up Survey (October 1983) N = 913
G. Full-Time Work Experience:[2]		
1. None	37%	37%
2. 1 - 3 years	40	42
3. Over 3 years	22	21
4. No response	N = 737	N = 287
H. Part-Time Work Experience:[2]		
1. None	3%	3%
2. 1 - 3 years	31	32
3. Over 3 years	66	65
4. No response	N = 444	N - 118
I. Parents' Work History When Young:		
1. Both worked	30%	30%
2. One worked	58	58
3. Both worked some	12	12
4. No response	N = 229	N - 15
J. Environment Where Raised:		
1. Rural	12%	13%
2. Small town	26	23
3. Suburban	50	49
4. Urban	12	10
5. No response	N = 285	N = 53
II. Academic Information:		
A. Major:		
1. Business/Public Admin.	23%	24%
2. Social/Behavioral Science	16	17
3. Math/Physical Science	12	12
4. Fine Arts	5	4
5. Humanities	9	9
6. Pre-professional	14	12
7. Other applied majors	22	22
8. No response	N = 229	N = 17
B. Grade Point Average:		
1. 2.5 or less	11%	27%
2. Over 2.5	89	73
3. No response	N = 258	N = 28

(continued)

	Adjusted Relative Frequencies[1]	
	Initial Survey (April 1982) N = 1930	Follow-Up Survey (October 1983) N = 913
C. Nationality:		
1. Foreign student	2%	1%
2. American student	98%	99%
3. No response	N =245	N = 29
D. Percent of Academic Expenses Paid by Self:		
1. 50% or less	78%	77%
2. Over 50%	22	23
E. Percent of Academic Expenses Paid by Family:		
1. 50% or less	69%	65%
2. Over 50%	31	35
F. Percent of Academic Expenses Paid by Others:		
1. 50% or less	83%	81%
2. Over 50%	17	19
III. Instructional Information:		
A. Geographic Region:		
1. West	14%	18%
2. Midwest	21	21
3. Mideast	35	33
4. East	19	18
5. South	11	10
B. Competitiveness:		
1. Below average	23%	22%
2. Average	57	58
3. Above average	20	20
C. Affiliations:		
1. Public	72%	73%
2. Private	14	13
3. Church	14	15
D. Size:		
1. Small (less than 2,000)	17%	15%
2. Medium (2,000 - 10,000)	35	38
3. Large (greater than 10,000)	49	47

(continued)

	Adjusted Relative Frequencies[1]	
	Initial Survey (April 1982) N = 1930	Follow-Up Survey (October 1983) N = 913
E. Environment:		
1. Urban	19%	22%
2. Suburban	73	69
3. Rural	8	8

NOTES: [1] "Adjusted relative frequencies" indicates the percent of respondents in each category after those with missing values have been removed; the absolute number of respondents with missing values is also shown. Figures have been rounded to the nearest whole percent.

[2] The demographic variables are those measured at the time of the initial survey; thus, "age" refers to the respondent's age in April 1982.

APPENDIX B

Frequencies For Demographic & Job Variables Collected in Follow-up Survey Only

	Absolute Frequency	Adjust. Relative Frequency
I. Demographic Information (10/83):		
A. Marital Status:		
1. Married	261	29%
2. Unmarried	645	71
3. No response	7	---
B. Number of Children:		
1. None	751	88
2. One or two	80	9
3. Three or more	20	2
4. No response	622	---
C. Gross Family Income:		
1. Under $25,000	545	61
2. $25,000 - $75,000	304	34
3. Over $75,000	40	5
4. No response	24	---
II. Current Job Information (10/83):		
A. Job Satisfaction:		
1. Extremely satisfied	223	27%
2. Fairly satisfied	432	51
3. Fairly dissatisfied	130	15
4. Extremely dissatisfied	55	7
5. No response	73	---
B. Gross Annual Salary:		
1. Under $18,000	529	60
2. $18,000 - $25,999	179	20
3. $26,000 - $50,000	52	6
4. Over $50,000	126	14
5. No response	27	---
C. Average Hours of Work Per Week:		
1. 35 hours or less	166	18
2. 36 to 44 hours	345	38
3. 45 to 59 hours	257	28
4. 60 hours or more	141	16
5. No response	4	---

(continued)

	Absolute Frequency	Adjust. Relative Frequency
D. Average Nights Per Month Away From Home Due to Job:		
1. None	539	65%
2. 1 - 4 nights	192	23
3. Over 4 nights	97	12
4. No response	85	---
E. Formal Performance Appraisals Per Year:		
1. None	177	19
2. One	269	29
3. Two - four	317	35
4. Over four	150	16
5. No response	0	---
F. Supervisor of Other People:		
1. Yes	284	34
2. No	548	66
3. No response	81	---

APPENDIX C

Participating Institutions

	Institution	Surveys Sent	Surveys Returned			
			First Survey		Follow-Up Survey	
			#	%	#	%
1.	Westbrook College	8	0	0.0%	0	0.0%
2.	Bradford College	10	2	20.0	0	0.0
3.	Notre Dame College	30	21	70.0	5	16.7
4.	Alfred University	76	15	19.7	5	6.6
5.	CUNY Hunter College	200	2	1.0	1	0.5
6.	St. Lawrence University	111	40	36.0	19	17.1
7.	Iona College	174	40	23.0	16	9.2
8.	SUNY at Plattsburgh	201	21	10.4	12	6.0
9.	Union College	89	27	30.3	15	16.9
10.	Dickinson College	80	37	46.3	11	13.8
11.	SUNY at Old Westbury	60	16	26.7	6	10.0
12.	Gannon University	80	2	2.5	2	2.5
13.	Wilkes College	100	0	0.0	0	0.0
14.	Brown University	280	93	33.2	46	16.4
15.	Radford University	215	57	26.5	23	10.7
16.	Berea College	76	31	40.8	15	19.7
17.	Wabash College	33	15	45.5	9	27.3
18.	Ball State University	514	160	31.1	75	14.6
19.	Michigan State University	903	310	34.3	130	14.4
20.	Quincy College	43	12	27.9	5	11.6
21.	Albion College	91	36	39.6	16	17.6
22.	Grand Valley State College	150	12	8.0	3	2.0
23.	St. Mary's College	54	18	33.3	10	18.5
24.	Southwest Baptist Univ.	34	5	14.7	1	2.9
25.	Capital University	47	21	44.7	8	17.0
26.	Ohio Wesylan University	76	30	39.5	19	25.0
27.	Missouri Valley College	10	8	80.0	4	40.0
28.	Marian College of Fond du Lac	15	11	73.3	10	66.7
29.	University of Alabama	283	100	35.3	45	15.9
30.	Southern Arkansas Univ.	30	9	30.0	5	16.7
31.	North Georgia College	66	17	25.8	9	13.6
32.	Florida Memorial College	25	2	8.0	0	0.0
33.	Armstrong State College	45	11	24.4	5	11.1
34.	Dillard University	40	4	10.0	2	5.0
35.	Northeast Lousiana Univ.	100	16	16.0	3	3.0
36.	Appalachian State Univ.	172	37	21.5	18	10.5
37.	Pembroke State University	77	7	9.1	5	6.5
38.	Knoxville College	10	3	30.0	0	0.0
39.	Bethel College	80	11	13.8	4	5.0

(continued)

Institution	Surveys Sent	Surveys Returned First Survey #	 %	 Follow-Up Survey #	 %
40. College of Great Falls	14	12	85.7	8	57.1
41. College of Santa Fe	32	5	15.6	2	6.2
42. University of Oklahoma	481	182	37.8	78	16.2
43. University of N. Colorado	214	55	25.7	31	14.5
44. Southwestern Adventist College	18	7	38.9	2	11.1
45. University of Utah	493	134	27.2	66	13.4
46. Los Angeles Baptist College	11	3	27.3	2	18.2
47. University of California Santa Barbara	375	152	40.5	78	20.8
48. Western Washington Univ.	200	68	34.0	56	28.0
49. George Fox College	23	13	56.5	5	21.7
50. Pacific Lutheran Univ.	125	40	32.0	23	18.4
Totals	6,674	1,930	28.9	913	13.7

Repeat Response Rate = 47.3%

APPENDIX D

Composition of Geographic Regions

EAST

- Connecticut
- Delaware
- Maine
- Maryland
- Massachusetts
- New Hampshire
- New Jersey
- New York
- Pennsylvania
- Rhode Island
- Vermont
- Virginia
- Washington, DC

MIDEAST

- Illinois
- Indiana
- Iowa
- Kentucky
- Michigan
- Minnesota
- Missouri
- Ohio
- West Virginia
- Wisconsin

MIDWEST

- Arizona
- Colorado
- Idaho
- Kansas
- Montana
- Nebraska
- Nevada
- New Mexico
- North Dakota
- Oklahoma
- South Dakota
- Texas
- Utah
- Wyoming

WEST

- Alaska
- California
- Hawaii
- Oregon
- Washington

SOUTH

- Alabama
- Arkansas
- Florida
- Georgia
- Louisiana
- Mississippi
- North Carolina
- Puerto Rico
- South Carolina
- Tennessee

APPENDIX E

UNIVERSITY OF DENVER
An Independent University
University Park, Denver, Colorado 80208

Graduate School of Business and Public Management
College of Business Administration

January 1982

Dear Student:

Would you please take the time to participate in our study? You are one of approximately 8,000 undergraduate seniors at 50 institutions in the United States specifically selected to participate in our study of the New Lifestyle Employee which is being funded by the College Placement Council Foundation.

We are conducting a study designed to identify the career and job related values of graduating seniors. The research is designed to yield important information for organizations and placement personnel so that they might respond more appropriately to the current work values of new college-educated employees.

The questionnaire requires approximately thirty (30) minutes to fill out. Your answers will be absolutely confidential and no individual student's answers will be revealed in the summary reports.

Completed questionnaires can be returned to your university or college placement office or directly to us at the following address:

Dr. David Hopkins
College of Business Administration, BA466
University of Denver
2020 South Race Street
Denver, Colorado 80208

Thank you very much for your help!

Sandra LaMarre, Ph.D.
Principle Investigator

Sandra LaMarre

David M. Hopkins, Ph.D.
Principle Investigator

Dave Hopkins

THE UNIVERSITY OF DENVER IS AN AFFIRMATIVE ACTION INSTITUTION

CAREER VALUES SURVEY

DO NOT WRITE IN THIS SPACE

FOR QUESTIONS 1 THRU 9, PLEASE CHECK OR CIRCLE ONE ANSWER ONLY

1. How long do you expect to stay with your first employer after graduation?

_____(1) Less than 2 years
_____(2) 2 to 5 years
_____(3) More than 5, but less than 10 years
_____(4) 10 years or more
_____(5) I have no clear expectation

2. Do you think both husband and wife should pursue full-time careers while raising a family?

_____(1) Yes, if they want to
_____(2) No, the wife should stay at home and care for the children
_____(3) No, the husband should stay at home and care for the children
_____(4) No, both husband and wife should work part-time and care for the children
_____(5) Other (please specify): ______________________________
____

3. Assume you and your spouse have comparable jobs which are important to each of you, and your spouse has the opportunity for a promotion which is highly desirable and would require a substantial move. What would you do, assuming finances are not an issue?

_____(1) Agree to quit your job and move with your spouse
_____(2) Encourage your spouse to move alone and accept the new job, but keep your job for the time being until you can line up a new job in the new location
_____(3) Encourage your spouse to accept the new job, and you keep your job, seeing each other on the weekends
_____(4) Try to persuade your spouse to turn down the new job offer

4. With respect to job-related travel, how many nights per month are you willing to be away from home?

_____(1) None
_____(2) 1 to 5 nights
_____(3) 6 to 10 nights
_____(4) 11 to 15 nights
_____(5) More than 15 nights

5. If your employer requests that you move to an out-of-state location and you perceive no advantage or disadvantage to the move, except an increase in salary, what is the minimum increase you would require to accept the move?

_____(1) 0% to 10% salary increase
_____(2) 11% to 25% salary increase
_____(3) 26% to 50% salary increase
_____(4) Over 50% salary increase
_____(5) No increase in salary would convince me to move

6. On which of the following would you most prefer your raises to be based?

_____(1) Seniority
_____(2) Cost-of-Living
_____(3) Your performance
_____(4) Your group's performance
_____(5) Makes no difference to me

(continued)

DO NOT WRITE
IN THIS SPACE

7. How often would you prefer to have a formal performance appraisal?

____(1) Once a month
____(2) Once a quarter
____(3) Twice a year
____(4) Once a year
____(4) Makes no difference to me

8. During the first few years on a new job, which you like very much, how many hours per week would you be willing to work?

____(1) 40 hours or less
____(2) 41 to 50 hours
____(3) 51 to 60 hours
____(4) More than 60 hours

9. How many different employers do you expect to work for in the next five years?

1 2 3 4 5 or more

FOR QUESTIONS 10 AND 11, SELECT THE APPROPRIATE SCALE VALUE

10. Indicate the degree to which the following considerations are more or less important than your job in day-to-day situations where they come in conflict.	NEVER more important than my job	SELDOM more important than my job	OF EQUAL importance with my job	OFTEN more important than my job	ALWAYS more important than my job
(1) My religion	1	2	3	4	5
(2) My family	1	2	3	4	5
(3) My ethical standards	1	2	3	4	5
(4) My contribution to the community	1	2	3	4	5
(5) My personal happiness	1	2	3	4	5
(6) My free time	1	2	3	4	5
(7) My vacation time	1	2	3	4	5
(8) My health	1	2	3	4	5

(continued)

DO NOT WRITE IN THIS SPACE

11. For each of the ten (10) practices described below, indicate the most severe action you would take by selecting the appropriate letter from the following list:

a. I think there is nothing wrong with this practice.
b. I disapprove of this practice, buy wouldn't say or do anything.
c. I disapprove and would say so to my superior and/or the employee invo ved.
d. I disapprove and would do all within my organization to get the practice discontinued.
e. I disapprove and would do all I could outside my organization to get the practice discontinued (e.g. legal action).
f. I would not work with an individual or organization that engages in such practices.

PRACTICES:

____(1) Selling a product which scientific evidence indicates is harmful to consumers
____(2) Attempts by company executives to get government restrictions on competing foreign products
____(3) A colleague's use of company time and/or resources for their outside business ventures
____(4) Hiding expenses for one's spouse on an expense report
____(5) Paying foreign government officials in order to do business in their country
____(6) Paying women and/or minorities less than white males for comparable performance in comparable jobs
____(7) Attempts by company officials to prevent unionization
____(8) Use of lie detector tests to detect theft within the organization
____(9) Requiring a lie detector test as a condition of employment
____(10) Dating an immediate supervisor

FOR QUESTIONS 12 AND 13, CHECK ALL ANSWERS WHICH APPLY

12. Indicate which of the following you will utilize (or have utilized) to obtain your first job after graduation:

_____(1) College placement office
_____(2) Private employment agency
_____(3) Public employment agency
_____(4) Advertised job openings
_____(5) Friends or relatives
_____(6) Direct contacts with potential employers
_____(7) Other. Please specify:______________________________

____

13. After graduation, I intend to:

_____(1) Become self-employed
_____(2) Go to graduate or professional school
_____(3) Work for the government (local, state or federal)
_____(4) Enter the military
_____(5) Work for a non-profit organization (hospital, university, etc.)
_____(6) Work for a private sector company or corporation
_____(7) Take some time off (to travel, etc.)
_____(8) Raise a family
_____(9) Other. Please specify:______________________________

____

(continued)

FOR QUESTIONS 14 THRU 17, PLEASE RANK EACH LIST OF ITEMS

DO NOT WRITE
IN THIS SPACE

14. RANK the following types of fringe benefits in order of most importance to you when selecting a job (*1 = most important, etc.*)

____(1) Dental insurance
____(2) Tuition reimbursement
____(3) Organization provided day-care facilities
____(4) Company car
____(5) Subsidized meals at organization's cafeteria
____(6) Four weeks of paid vacation
____(7) On-site physical fitness facilities
____(8) Subsidized housing
____(9) Retirement plan

15. RANK the form you would prefer additional rewards to take, assuming you currently receive an acceptable salary (*1 = most important, etc.*)

____(1) A reduced workload
____(2) More time off
____(3) Additional salary
____(4) Additional fringe benefits
____(5) Freedom to structure my own work schedule
____(6) Sharing in the increased profits of the organization (profit sharing)

16. RANK the following factors in terms of which are most likely to assure success in your career:

____(1) Formal education
____(2) Work experience
____(3) Ability to work with people
____(4) Willingness to take risks
____(5) Training and technical knowledge
____(6) Organizational commitment
____(7) Job performance
____(8) Ability to play office politics
____(9) Other: Please specify:________________________________

(continued)

DO NOT WRITE
IN THIS SPACE

17. Please RANK the following attributes in order of importance to you. (*1 = highest priority, etc.*) *Each attribute completes the phrase "I would prefer a job that has*____________".

NUMBER	RANK	ATTRIBUTE
1.	____	Substantial interaction among employees
2.	____	Clearly defined assignments
3.	____	Organization-sponsored social activities
4.	____	Friendly co-workers
5.	____	Co-workers with similar beliefs
6.	____	Recognition for good performance
7.	____	A convenient work location
8.	____	Interest and self-satisfaction
9.	____	An adequate wage and salary
10.	____	Substantial job security
11.	____	Good insurance benefits
12.	____	Freedom for self-expression and creativity
13.	____	Opportunity for personal development
14.	____	A non-competitive atmosphere
15.	____	Comfortable working conditions
16.	____	Importance in the eyes of others
17.	____	Free organization-provided meals
18.	____	A high wage and salary
19.	____	Influence over others
20.	____	Opprtunity to use your skills and abilities

18. Would you be willing to participate in our follow-up studies over the next ten years? If so, please be sure to fill out the "contact information" section on the last page.

____YES, I would be willing to participate

____NO, I am not willing to participate further

(continued)

DO NOT WRITE IN THIS SPACE

DEMOGRAPHIC AND INSTITUTIONAL INFORMATION

I. Contact Information:

A. Your name: ____________________

B. School Phone Number: (   ) ____________________

C. Permanent Family Address: ____________________

____________________ Zip ________

D. Family Phone Number: (   ) ____________________

II. Academic Information:

A. Major: ____________________

B. Current Grade Point Average: __________ (Relative to 4 Point Scale)

C. Foreign Student ______ Yes ______ No

*If yes, of what country are you a citizen? __________

D. Estimate the percentage of your academic expenses being paid by each of the following (total should equal 100):

1. Self ______ %
2. Family _____ %
3. Other _____ % (e.g. employer, government, scholarship, etc.)

III. Personal Information:

A. Sex: ______ Male ______ Female

B. Age: ______ Under 22 ______ 22-35 ______ Over 35

C. Race: ____________________

D. Religious Upbringing: _____ Protestant _____ Catholic

_____ Jewish _____ Other _____ None

E. Gross Annual Income of Immediate Family:

_____ Under $25,000 _____ $25,000-$75,000 _____ Over $75,000

F. Marital Status: ______ Married ______ Unmarried

G. Years of Work Experience:

1. Full Time: ____ None ____ 1-3 Yrs. ____ Over 3 Years
2. Part Time: ____ None ____ 1-3 Yrs. ____ Over 3 Years

H. Did your parents both work when you were in elementary school?

____ Yes ____ No ____ Some

I. In what environment were you raised?

____ Rural ____ Small Town ____ Suburban ____ Urban

PLEASE DO NOT WRITE BELOW THIS LINE

(continued)

APPENDIX F

UNIVERSITY OF DENVER
An Independent University
University Park, Denver, Colorado 80208

College of Business Administration

October 1983

Dear Participant:

Last year you were one of approximately 2,000 graduating college seniors to participate in our national survey entitled "The New Lifestyle Employee" funded by the College Placement Council. Needless to say, we very much appreciated your taking some of your valuable time to help us with our study. There have been several similar studies, but few, if any, have attempted to follow the same group of respondents over a period of time. This is the first of several follow-up studies which we have proposed in order to analyze how, when, and why career-related values, attitudes, and preferences change during the course of one's career. Since we are attempting to follow the same group of people who participated in our first study, your continued participation is extremely important to us.

The questionnaire requires approximately thirty minutes to complete. Your answers will be absolutely confidential and no individual answers will be identified in the summary reports. However, for us to make use of your responses, it is very important that you also complete the demographic and occupational information on the last page.

Completed questionnaires can be returned in the enclosed pre-stamped and pre-addressed envelope to:

Dr. David Hopkins
College of Business Administration, BA466
University of Denver
2020 South Race Street
Denver, Colorado 80208

Thank you very much for your help!

David Hopkins

David M. Hopkins, Ph.D.
Principal Investigator

THE UNIVERSITY OF DENVER IS AN AFFIRMATIVE ACTION INSTITUTION

CAREER VALUES SURVEY

DO NOT WRITE
IN THIS SPACE

FOR QUESTIONS 1 THRU 9, PLEASE CHECK OR CIRCLE ONE ANSWER ONLY

1. How long do you expect to stay with your current employer?

____(1) Less than 2 years
____(2) 2 to 5 years
____(3) More than 5, but less than 10 years
____(4) 10 years or more
____(5) I have no clear expectation

2. Do you think both husband and wife should pursue full-time careers while raising a family?

____(1) Yes, if they want to
____(2) No, the wife should stay at home and care for the children
____(3) No, the husband should stay at home and care for the children
____(4) No, both husband and wife should work part-time and care for the children
____(5) Other (please specify):____________________

3. Assume you and your spouse have comparable jobs which are important to each of you, and your spouse has the opportunity for a promotion which is highly desirable and would require a substantial move. What would you do, assuming finances are not an issue?

____(1) Agree to quit your job and move with your spouse
____(2) Encourage your spouse to move alone and accept the new job, but keep your job for the time being until you can line up a new job in the new location
____(3) Encourage your spouse to accept the new job, and you keep your job, seeing each other on weekends
____(4) Try to persuade your spouse to turn down the new job offer

4. With respect to job-related travel, how many nights per month are you willing to be away from home?

____(1) None
____(2) 1 to 5 nights
____(3) 6 to 10 nights
____(4) 11 to 15 nights
____(5) More than 15 nights

5. If your employer requests that you move to an out-of-state location and you perceive no advantage or disadvantage to the move, except an increase in salary, what is the minimum increase you would require to accept the move?

____(1) 0% to 10% salary increase
____(2) 11% to 25% salary increase
____(3) 26% to 50% salary increase
____(4) Over 50% salary increase
____(5) No increase in salary would convince me to move

6. On which of the following would you most prefer your raises be based?

____(1) Seniority
____(2) Cost-of-living
____(3) Your performance
____(4) Your group's performance
____(5) Makes no difference to me

(continued)

DO NOT WRITE
IN THIS SPACE

7. How often would you prefer to have a formal performance appraisal?

_____(1) Once a month
_____(2) Once a quarter
_____(3) Twice a year
_____(4) Once a year
_____(5) Makes no difference to me

8. During the first few years on a new job, which you like very much, how many hours per week would you be willing to work?

_____(1) 40 hours or less
_____(2) 41 to 50 hours
_____(3) 51 to 60 hours
_____(4) More than 60 hours

9. How many different employers have you had since graduating from college?

1 2 3 4 5 or more

FOR QUESTIONS 10 AND 11, SELECT THE APPROPRIATE SCALE VALUE

10.

Indicate the degree to which the following considerations are more or less important than your job in day-to-day situations where they come in conflict.

	NEVER more important than my job	SELDOM more important than my job	OF EQUAL importance with my job	OFTEN more important than my job	ALWAYS more important than my job
(1) My religion is:	1	2	3	4	5
(2) My family is:	1	2	3	4	5
(3) My ethical standards are:	1	2	3	4	5
(4) My contribution to the community is:	1	2	3	4	5
(5) My personal happiness is:	1	2	3	4	5
(6) My free time is:	1	2	3	4	5
(7) My vacation time is:	1	2	3	4	5
(8) My health is:	1	2	3	4	5

(continued)

DO NOT WRITE
IN THIS SPACE

11. For each of the ten (10) practices described below, indicate the most severe action you would take by selecting the appropriate letter from the following list:

a. I think there is nothing wrong with this practice.
b. I disapprove of this practice, but wouldn't do or say anything.
c. I disapprove and would say so to my superior and/or the employee involved.
d. I disapprove and would do all within my organization to get the practice discontinued.
e. I disapprove and would do all I could outside my organization to get the practice discontinued (e.g. legal action).
f. I would not work with an individual or organization that engages in such practices.

PRACTICES:

____(1) Selling a product which scientific evidence indicates is harmful to consumers
____(2) Attempts by company executives to get government restrictions on competing foreign products
____(3) A colleague's use of company time and/or resources for their outside business ventures
____(4) Hiding expenses for one's spouse on an expense report
____(5) Paying foreign government officials in order to do business in their country
____(6) Paying women and/or minorities less than white males for comparable performance in comparable jobs
____(7) Attempts by company officials to prevent unionization
____(8) Use of lie detector tests to detect theft within the organization
____(9) Requiring a lie detector test as a condition of employment
____(10) Dating an immediate supervisor

FOR QUESTIONS 12 AND 13, CHECK ALL ANSWERS WHICH APPLY

12. If you wished to change jobs now, indicate which of the following you would utilize to help you in finding a new job:

____(1) College placement office
____(2) Private employment agency
____(3) Public employment agency
____(4) Advertised job openings
____(5) Friends or relatives
____(6) Direct contacts with potential employers
____(7) Other. Please specify:________________________________

13. Currently, I am:

____(1) Self-employed
____(2) Attending graduate or professional school
____(3) Working for the government (local, state or federal)
____(4) In the military
____(5) Working for a non-profit organization (hospital, university, etc.)
____(6) Working for a private sector company or corporation
____(7) Taking some time off (to travel, etc.)
____(8) Raising a family
____(9) Other. Please specify:________________________________

(continued)

DO NOT WRITE IN THIS SPACE

FOR QUESTIONS 14 THRU 17, PLEASE RANK EACH LIST OF ITEMS

14. **RANK** the following types of fringe benefits in order of most importance to you (1 = most important, etc.). Also, in the column labeled "CHECK", please put a check mark (✓) if your current job provides that particular fringe benefit.

NUMBER	RANK	CHECK	FRINGE BENEFIT
(1)	___	___	Dental insurance
(2)	___	___	Tuition reimbursement
(3)	___	___	Organization provided day-care facilities
(4)	___	___	Company car
(5)	___	___	Subsidized meals at organization's cafeteria
(6)	___	___	Four weeks of paid vacation
(7)	___	___	On-site physical fitness facilities
(8)	___	___	Subsidized housing
(9)	___	___	Retirement plan

15. **RANK** the form you would prefer additional rewards to take, assuming you currently receive an acceptable salary (1 = most important, etc.)

____(1) A reduced workload

____(2) More time off

____(3) Additional salary

____(4) Additional fringe benefits

____(5) Freedom to structure my own work schedule

____(6) Sharing in the increased profits of the organization (profit-sharing)

16. **RANK** the following factors in terms of which are most likely to assure success in your career, (1 = most important, etc.):

____(1) Formal education

____(2) Work experience

____(3) Ability to work with people

____(4) Willingness to take risks

____(5) Training and technical knowledge

____(6) Organizational commitment

____(7) Job performance

____(8) Ability to play office politics

____(9) Other: Please specify:______________________________

____

(continued)

17. Please **RANK** the following attributes in order of importance to you. (1 = highest priority, etc.) Each attribute completes the phrase, "I would prefer a job that has ___________." Also, in the column labeled "CHECK", please put a check mark (✓) if you feel your current job provides that particular attribute.

DO NOT WRITE IN THIS SPACE		NUMBER	RANK	CHECK	ATTRIBUTE
___	___	1.	___	___	Substantial interaction among employees
___	___	2.	___	___	Clearly defined assignments
___	___	3.	___	___	Organization-sponsored social activities
___	___	4.	___	___	Friendly co-workers
___	___	5.	___	___	Co-workers with similar beliefs
___	___	6.	___	___	Recognition for good performance
___	___	7.	___	___	A convenient work location
___	___	8.	___	___	Interest and self-satisfaction
___	___	9.	___	___	An adequate wage and salary
___	___	10.	___	___	Substantial job security
___	___	11.	___	___	Good insurance benefits
___	___	12.	___	___	Freedom for self-expression and creativity
___	___	13.	___	___	Opportunity for personal development
___	___	14.	___	___	A non-competitive atmosphere
___	___	15.	___	___	Comfortable working conditions
___	___	16.	___	___	Importance in the eyes of others
___	___	17.	___	___	Free organization-provided meals
___	___	18.	___	___	A high wage and salary
___	___	19.	___	___	Influence over others
___	___	20.	___	___	Opportunity to use your skills and abilities

COMMENTS:

(continued)

DO NOT WRITE
IN THIS SPACE

DEMOGRAPHIC AND OCCUPATIONAL INFORMATION

I. Current Contact Information:

A. Your name (please print):____________________

B. Your home address:____________________

____________________Zip__________

C. Home phone: AC(   )____________________

D. Work phone: AC(   )____________________Ext.______

II. Personal Information:

A. Birthdate: Mo.______Day______Year______

B. Marital Status: __________Married __________Unmarried

C. Number of dependent children: __________

D. Gross annual income of immediate family:

____Under $25,000 ____$25,000 - $75,000 ____Over $75,000

III. Information Regarding Current Job:

A. My present occupation is: ____________________

B. Currently, I am:

____(1) Extremely satisfied with my job
____(2) Fairly satisfied with my job
____(3) Fairly dissatisfied with my job
____(4) Extremely dissatisfied with my job

C. My current gross annual salary is: $__________

D. On average, how many hours per week do you work at your primary job?__________hours

E. On average, how many nights per month are you currently away from home due to your job? __________nights

F. How many times per year do you currently have a formal performance appraisal? __________

G. On your current job, do you supervise the work of other people? ______Yes ______No
How many people do you supervise? __________people

H. What do you feel is the probability of your losing your current job?

____None ____Low ____Moderate ____High

Please Do Not Write Below This Line

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REFERENCES

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